DOCUMENT RESUME

ED 237 741 CE 037 756

AUTHOR	Spann, Jinny
TITLE	Marketing: A How-to Book for VR.
INSTITUTION	West Virginia Rehabilitation Research and Training Center, Dunbar.
SPONS AGENCY	National Inst. of Handicapped Research (ED), Washington, DC.
PUB DATE	Jun 82
GRANT	RTC-16-P-5806/3-16
NOTE	74p.; Prepared by a Study Group of the Institute on Rehabilitation Issues (9th, St. Louis, MO, June 1982).
AVAILABLE FROM	West Virginia Research and Training Center, Administration, Training and Publications Staff, One Dunbar Plaza, Suite E, Dunbar, WV 25064 ($6.00).
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Agency Role; Definitions; Educational Needs; Educational Planning; Guidelines; *Institutional Advancement; *Marketing; Needs Assessment; Postsecondary Education; Program Development; Program Evaluation; Program Implementation; *Publicity; *Public Relations; Rehabilitation Programs; *Vocational Education; *Vocational Rehabilitation
IDENTIFIERS	Audits; *Educational Brokerage

ABSTRACT

This guide, written for vocational rehabilitation (VR) agency policymakers and staff alike, deals with the concept of marketing from a VR perspective. Covered in the individual chapters of the guide are the meaning of the term marketing; a conceptual framework for marketing in a VR agency (product definition, target group definition, differential needs identification, consumer behavior analysis, differential advantages, integrated market planning, multiple marketing tools, marketing feedback, and marketing audits); guidelines for developing a marketing plan; procedures for conducting a marketing audit (marketing environment, strategy, organization, function, productivity, systems, and audience audits); and further considerations in developing a marketing plan (staying flexible, assessing demand, gathering information, sorting out markets, altering and distributing products, keeping track of costs, evaluating a VR program, and surviving). A bibliography concludes the guide. Appended to the volume are a hypothetical marketing director s resume, a target audience visualizer chart, and a sample form to use when defining current marketing activities. (MN)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED237741

MARKETING: A How-to Book for VR

Jinny Spann

Ninth Institute on Rehabilitation Issues
St. Louis, Missouri
June, 1982
Janice Lewis, Chairperson

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

H Beaty

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

West Virginia Research and Training Center
One Dunbar Plaza, Suite E
Dunbar, West Virginia 25064

CE 037756

This publication was supported in part by Research and Training Center Grant Number 16-P-5806/3-16
from the National Institute of Handicapped Research to the
West Virginia Division of Vocational Rehabilitation and West Virginia University.

Permission is hereby given for reproduction of these materials in whole or in part.

The West Virginia Rehabilitation Research and Training Center is an
equal opportunity employer practicing affirmative action.

West Virginia Research and Training Center
Administration, Training and Publications Staff
One Dunbar Plaza, Suite E
Dunbar, West Virginia 25064

Research Staff
West Virginia University
806 Allen Hall
Morgantown, West Virginia 26506

Foreword

This document was prepared by a Study Group of the Institute on Rehabilitation Issues. The Institute on Rehabilitation Issues is a cooperative effort by the National Institute of Handicapped Research, Rehabilitation Services Administration and the Council of State Administrators of Vocational Rehabilitation to develop resource materials on topics of common concern.

Overall objectives for the Institute on Rehabilitation Issues include identification and study of issues and problems that are barriers to optimal vocational rehabilitation services and the development of methods for resolving problems and incorporating solutions into state programs.

These objectives are carried out by bringing together competent and experienced rehabilitation personnel from all levels in a three stage process:

1. A Planning Committee selects the topics to be studied;

2. A Prime Study Group develops a draft document on the topic selected;

3. A Full Study Group reviews the draft document and recommends revisions.

This document resulted from such a process. (See appendices for listing of Study Group members.)

While the Institute on Rehabilitation Issues has existed only since 1973, it is a continuation of a program which has existed for over 30 years. Beginning in 1947 the Guidance, Training and Placement Workshop, through state and federal vocational rehabilitation agency cooperation, studied and explored topics in depth by means of small work groups. This work was continued by the Institute on Rehabilitation Services established in 1962 and currently by the Institute on Rehabilitation Issues.

This cooperative effort has over the years consistently produced quality training materials which are used extensively throughout rehabilitation. It is hoped this document continues this long-standing tradition.

TABLE OF CONTENTS

		Page
Introduction		v
Chapter 1	**What Is Marketing**	1
Chapter 2	**A Conceptual Framework for Marketing in a VR Agency**	11
Chapter 3	**Planning for Marketing**	27
Chapter 4	**The Marketing Audit**	39
Chapter 5	**Marketing...Some Further Considerations**	53
Bibliography		61
Appendices		67

INTRODUCTION

Marketing. . .seems like it's the hottest game in town! Everybody's talking about it, but it's hard to know where and how to start until everyone on staff knows the rules and how to play.

This book compiles the core of critical information you need in marketing and translates the jargon into plain English with a VR perspective. It lays out the essential issues rehab agencies must address:

- What exactly is marketing?
- What does marketing mean to nonprofit and government organizations?
- How do you acquire a marketing staff?
- How do you gather marketing information?
- Where do you begin planning?
- Where do you start doing?

And it's written in the context of the 80s — acknowledging the realities of limited money, time, staff, and growing program demands.

It's written for two primary targets:

Top Management decision makers who need a common base of information in order to discuss marketing as it applies to their organization.

Everybody in an agency moving toward a marketing orientation. It's enlightening, enabling training.

Marketing can be a useful and useable management technique, because it forces an agency to sharpen its focus, define its consumers, develop goals, inventory resources, then apply those resources realistically to attain those goals. In marketing, everyone comes out the winner!

CHAPTER ONE

What Is Marketing?

"Finding buyers for your product."

"Advertising. . .aggressive salespeople. . .promotions."

"Pushing your product so you can sell as much as possible."

That's how most people would define marketing, but these activities are only part of marketing when used as a management tool. Marketing today is consumer satisfaction engineering. That is, researching what the consumer wants, producing it at a price the consumer will pay, and getting the product to the consumer at the right time and place. At every step of this process, the focus is the consumer.

Developing the product. . .pricing it. . .distributing it. . .advertising it were all activities carried on strictly in the business world, or so it seemed before marketing experts turned to the vast sector of the economy conducting business on a not-for-profit basis and said, "Hey, you're doing marketing! And if you're not doing it well, there's no reason you shouldn't be!" (Kotler & Levy, 1969).

The scope of not-for-profit businesses is staggering:

- universities
- hospitals
- museums
- symphonies
- churches
- state and federal agencies including VR
- unions
- foundations
- charities
- cities
- zoos

And that's only the tip of the iceberg.

Are these organizations really businesses?

Yes, when you look at the organizational functions. Each has a financial function — the raising, budgeting, and managing of funds. There is a personnel function — people hired, trained, supervised, evaluated, promoted, demoted, and retired. Each has a production function — arrangements for input of materials, some process applied to those materials with a product as output. There is a purchasing function — raw materials secured in an efficient and reliable manner. And there is a marketing or marketing-like function — consumers sought out and their needs attended to.

When you consider marketing as analyzing demand, designing products to meet demand in a profitable manner, and developing promotional and selling methods to increase demand, you see how marketing directly applies to each and every one of those organizations. Each has a product of interest to certain consumers, and each has need of marketing tools to further consumer interest.

Not-for-profit businesses in the United States have come a long way from the small privately owned hospital and the town run by a volunteer council. These businesses have grown in complexity and importance to the point where managing a nonprofit organization such as the United Auto Workers, the Defense Department, the World Bank, the Catholic Church, or the University of California can be every bit as challenging as managing Procter and Gamble, General Motors, or General Electric (Kotler & Levy, 1969).

That's a far cry from regarding not-for-profit organizations as ones which provide something at no cost to people who want, need, and appreciate the product or service.

So What Does Marketing Have to Do With Rehab?

The idea of marketing applied to the state-federal VR program is one of the hottest topics today. The beginnings of marketing activities are emerging in some agencies, and considerable interest in exploring marketing as a management function is evidenced by a number of states. Although individual marketing activities have been carried out for a long time by VR, only recently has recognition been given to the importance of positioning the marketing function within the agency and of its integration into both short- and long-term planning. Marketing has the potential for such significant program impact that it must be dealt with on the highest program levels.

There are good and compelling reasons VR management must carve the time and manpower out of a shrinking organization and seriously study a marketing approach to the agency's management strategies. If you could step back and look objectively at both the macro and micro environments in which the agency is now operating, you would see the reluctance of the funding system to respond to needs. . .the tough competition from other rehabilitation systems. . .the increasing demands for services from handicapped individuals. . .the uncertainty as to whether the agency will be part of a state-federal program, or a state block grant program, or exist at all. Add to these the pressures in-house from employees who perceive themselves impotent to impact upon any of these external forces.

Historically, in times of stress, VR has responded in a reactive manner. It is now time to become proactive — and marketing is one vehicle which can be used. You can sense the beginnings of this transition as agencies begin to seek out information, training, and technical assistance in marketing.

Marketing Tasks Aren't New to VR

In any given week your agency engages in components of marketing activities with multiple audiences:

- Your medical consultant sits down with the staff of a new medical clinic to set up an agreeable consulting relationship.

- A counselor-supervisor team spends an afternoon in a local high school working with teachers developing IEPs.
- The agency director meets with two legislators to garner support in winding down a particular prison program that's not proving cost beneficial.
- A field office negotiates a cooperative program with a major local employer to exchange employee counseling services for job development opportunities.
- The agency provides staff and office space to the Governor's Committee on Employment of the Handicapped in exchange for assistance in employer development.
- You schedule a tour through a facility to generate interest in the volunteer program.
- A counselor presents a slide show to the Rotary Club to gain support for a barrier removal program.

So why should we talk about marketing if we're already doing it? Because the kind of marketing VR does is:

- primarily crisis intervention, reactionary;
- sporadic and unplanned;
- not usually goal-directed;
- based on gut feelings rather than research;
- unlikely to be sustained even if successful;
- uncoordinated; and
- sometimes in conflict with other agency efforts.

If those fragments of marketing which VR engages in are successful, how much more could be accomplished if those same efforts were applied in a comprehensive and goal-directed program.

Even before results of the marketing plan implementation can be observed, the mere process of planning serves to reduce external and internal pressures on the agency. Staff now are involved in steps to fix the problems. External audiences see the agency taking planned action.

Marketing, as a science, forces you to sharpen your focus. . .define your consumers. . .develop goals. . .inventory your resources. . .apply those resources realistically. . .evaluate your success. Far from being a creative playground, marketing is a creative discipline.

Phillips (1967) compares the creativity that characterizes marketing planning to the football strategy of the end run, stating that whatever definition of creativity you choose, "the hallmark of that mental process is a breaking away from the norms and the well-worn ways of doing things, and its product is *significant* innovation — in effect an 'end-run' around the status quo." (p. 44) There are two results from this play: You keep your team on the field and in the game; and while you're out there you can be gaining ground over the opposition. Either way, you have an improvement over never getting into the stadium at all.

But can marketing be taken from the business world and applied successfully to government programs?

It can. Just as it's been applied to other nonprofit sectors, such as hospitals, universities, labor unions, arts organizations, and more.

Marketing in the Nonprofit Sector: Two Parallels to VR

Higher education in recent years, has had to come to grips with a combination of problems which seriously impact on program operation and continuance. The university is confronted with: (1) a cycle of demand for services ranging from depression to fast growth; (2) changing student preferences for curricula, e.g., education to science to social sciences to business and economics; and (3) cycles of professional employment behaviors, i.e., from high turnover and mobility in times of economic growth to stability in times of decline. These cycles form a configuration dependent upon the state of the economy and the prevailing social climate. The university however has a stable core of expenses which must be met in order to remain in existence. And to do this, the university must attract a pool of students to purchase its educational services. Institutions have opted to deal with these conditions in many ways, ranging from highly sophisticated marketing strategies which affect educational philosophy (e.g., going co-ed; becoming a community institution) to strategies aimed at a specific issue, such as an inefficient student recruitment system (Ihlanfeldt, 1978).

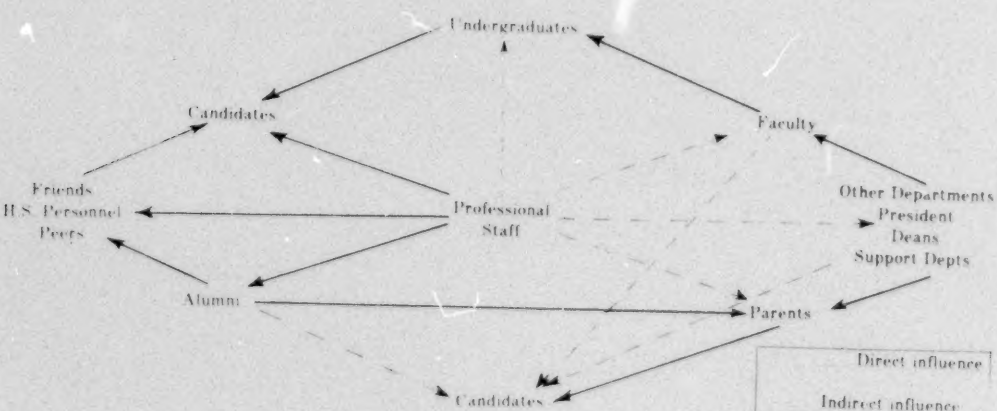
Faced with such a recruitment problem, some universities tried a variety of promotional activities:

- passing out promotional Frisbees to high school students vacationing in Ft. Lauderdale;
- releasing balloons filled with scholarship offers;
- renting a billboard near a major airport to advertise that the school was only 40 minutes flying time away.

On the other hand, some colleges like Northwestern University chose to develop a marketing model which exposed the greatest number of potential applicants to the school in the most efficient and effective manner.

In the Northwestern recruitment paradigm, the admissions and administrative offices retained ultimate responsibility for creation of a candidate pool and class group, but alumni, faculty, and students were added to the network. Figure 1 shows that each team member bears part of the responsibility for a specific marketing task, and that interaction among groups is based on effectiveness of communication.

Figure 1
The Recruitment Molecule



W. Ihlanfeldt, *A Management Approach to the Buyer's Market*, 1978, p. 181.

The basis for these decisions was research: Why do people like or dislike the school? How do candidates make their selection? What constitute the primary and secondary markets for this particular institution? The resulting model was based on established behaviors, but the newness lay in the formalization and nurturance of these behaviors.

It was determined, for instance, that the most effective use of department faculty was to provide good undergraduate experiences for students who, satisfied with the educational experience, became an effective sales force with potential candidates. Alumni had influence with parents, high school personnel, and friends. Potential students were most influenced in their decision making by visits to the campus and discussions with departmental faculty and staff. As a result of the new system, recruitment visits to high schools decreased from 700 to 100 while the candidate pool remains sufficient to sustain the university.

One key to the success of this educational experience lay in the university defining itself. As a part of the largest service industry in the world, the mission of a university is not to carry on the foundations of learning, but to meet the educational expectations of students and their parents. Those expectations may well be for the highest calibre of education, but whatever the expectation, potential students attend the institutions they feel best meet their educational needs. A second key to success is involvement — the communication from institution to potential user through administration, faculty, alumni and students. The third success key lay in openness — the provision of information and feedback by the university to all those involved.

Another example of a not-for-profit organization capitalizing on marketing involves the Federal Trade Commission. The FTC's responsibility is broadly defined, in vaguely-worded legislation, as providing a fair competitive environment for the nation's economic system. Over the years, the agency evolved to primary concern for industry structure (competition) and trade practices (consumer protection). Then, the FTC came under fire from both industry and consumer critics who charged too little activity or activity focused on trivia, excessive delays in fact-finding, and weak, ineffectual remedies for noncompliance (Wilkie & Gardner, 1974).

In a shift from reactive to proactive thinking the FTC brought in marketing researchers to address internal concerns about the agency's mission. The resulting program focuses on changing the consumer environment to reduce the probability of abuses, concentrating in four major areas:

- advertising substantiation
- corrective advertising
- product information
- consumer education.

Consumers' needs are met through increased information on a generic level and about a specific product. Advertising information will be truthful and substantiative. The marketers are still free to identify market segments and tailor information to those markets.

What brought all the problems to the FTC was a misunderstanding of consumer behavior by the institution charged with its protection. Without any supporting research, inaccurate presumptions were made about consumer behaviors. For example, it was assumed the consumers would always choose the less expensive among comparable items, ignoring other economic costs such as time and convenience. The FTC also ignored the reality that most consumers have some disposable income after basic needs are met, and that the psychological needs of consumers must be met.

Another serious misconception of the FTC was that consumers are highly impressionable, blindly accepting advertising and product information. The fact is that consumers process information in the context of their experience, their environment, word-of-mouth information and through product usage, ignoring a certain amount of information, even that furnished by policy makers to help consumers. Information also is processed differently by every consumer. What you intend to communicate is not always what is understood even if the message is presented in clear, concise and plain English.

From a public policy viewpoint, this re-orientation of agency direction is important for two reasons: (1) responsiveness to the public's demand for services that meet current and real needs, and (2) establishment of a precedent for governmental research into behaviors of the audience it serves. The researchers for the FTC drew the following conclusions regarding marketing research in the public sector:

- Public policy makers have a sincere interest in contributions from marketing and consumer behavior research.
- This interest is well founded – effective research could significantly improve many public policy decisions.
- There is currently a substantial gap between information needs and the nature of available research inputs.
- Marketers are faced with the alternatives of increased participation in enlightened policy making or continued reaction in the political arena.
- The research gap can be closed if the marketer is willing to understand and adapt to the exigencies of policy decisions.
- Marketers should recognize that public policy will continue to be created, with or without their research.

Applying Marketing Theory to VR

Shapiro (1973) identifies four key business concepts that form the basis for marketing strategies in the not-for-profit sector:

1. The self-interest aspect of the transaction or exchange.
2. The marketing task of satisfying consumer needs.
3. A workable marketing mix.
4. The concept of distinctive competence.

Self-Interest

The self-interest concept suggests that both participants (i.e., consumer and provider) in the marketing exchange should feel they're receiving something of value. Despite the pride VR exhibits in the rehabilitation process, there's little recognition that the services rendered (as opposed to purchased) in that process have a value. Purchased training, physical restoration services, and diagnostic workups have a dollar value attached. In most agencies, diagnostics provided by a

counselor, workups done by the facility evaluator, and the hours of therapeutic counseling have no assigned dollar value. However, the reality is that they are a commodity; they have value. A client feeling personal benefit from a counseling session perceives time well spent. The exchange involved was the personel expertise and help on the part of the counselor in exchange for allowing oneself to become a client of the agency.

In Chapter 2 we'll look in more detail at the varied audiences rehab serves and begin to identify values which are exchanged. The critical issue here is that both parties to the exchange must feel something of importance is changing hands.

Consumer Needs

One of the more difficult concepts to operationalize is the redefinition of the primary task of marketing – satisfying consumer needs. The official identification by VR of customers other than the client becomes almost a moral issue to some rehabilitation professionals who feel the client is the only focus of the agency. Every piece of legislation, every research project, every action taken by a counselor, every policy delineated by the agency is for the benefit of the client. To serve the needs of other consumer audiences is shortchanging the client. However, to give the disabled individual the best possible service in a highly competitive environment, it is now necessary to target services to meet the needs of all audiences VR addresses in the course of providing services to handicapped individuals. Far from abandoning the focus on the client, a marketing model for VR uses that focus as the litmus test of success.

Marketing Mix

Marketing success comes from identifying and specifying a workable marketing mix: Which audiences are you defining as the ones you want to address? Where is your focus this year? In the next five years? What results do you want to achieve for the agency? With each audience? What marketing tools will you select to address each audience? Are you going to target strengthening contract work for facilities to free agency operational funds? Or put the primary push on employer services? Give second priority to medical resources?

Distinctive Competence

Distinctive competence suggests that, in order to survive, any business has to be exceptionally good at something. And that is what it should capitalize on. If VR is the expert in assisting handicapped individuals participate in the economic marketplace, then that becomes the agency's competitive edge. In a program as broad as VR, that competence tailored to a specific audience becomes VR's commodity of exchange.

Yes, But. . .

You're probably agreeing that, yes rehab is a business but. . .we're a government agency, with a legislated program. . .and frankly times are tough.

Governmental agencies don't have a monopoly on legislative control. The issue of the influence of legislation on the public and private sectors was addressed by Alderson (1950):

> The promotion of public goods is at an intersection point of politics and marketing. . . .Demand is a function of price for most goods and services and increasingly price is a function of government policies formulated in the crucible

> of politics. A widening proportion of all business decisions are mandated by government, either directly (as with package goods labeling) or indirectly by taxes, tariffs, interest rates, import quotas, subsidies and procurement policies. (p. 66)

In regard to "times are tough," there are two reasons to look at marketing when economics seem to discourage every attempt to conduct business as usual. First, marketing theory is not congruent with economic theory; in times of economic crisis, marketing tends to expand. Instead of following consumption trends and decreasing marketing activities, businesses tend to market more aggressively, albeit selectively, with the emphasis on quality rather than quantity. The hypothesis is, if there are only so many bucks out there, I'm going to have to get my share or go out of business. And the business that markets best gets the bucks and survives.

The second possibility is that you may want to market to decrease demand. Kotler and Levy (1971) talk about the theory of demarketing – marketing to cope with unwanted or excessive demand. Most marketing focuses on expansion and deals with buyers. . .consumers. What happens when you are facing labor problems and can't meet production demands? When the source of raw materials temporarily dries up? When you can't provide clients trained in a specific set of jobs? When most of the clients in a given district are in training and won't be ready for placement for another six months? When you have more clients than money to serve them? In demarketing you reestablish a balance of supply and demand by discouraging consumers in general or a particular class of consumers on either a temporary or permanent basis. Certainly, there is reason for VR to study this concept in view of the long-term problems that arise when you can't keep your demand in balance with supply, i.e., you give in and send clients to job interviews before they're job ready.

Another positive aspect to demarketing is the selective exclusion of classes or market segments. In VR this could mean clearly defining eligibility requirements to referral sources to discourage them from passing along every person who comes through the door. Or not being physically located across the hall from Welfare thus reducing the risk of people simply wandering in.

How Do You Get to the Place Where You Can Market?

The following chapters focus on the application of marketing concepts to the state-federal rehabilitation agency and on the design and implementation of a marketing plan:

1. Deriving a clear understanding of just what marketing entails.

2. Establishing the groundwork for a strong consumer orientation for the agency and its personnel.

3. Gaining insight to consumer behavior patterns and decision processes which affect their performance as consumers of VR.

Are we suggesting a particular marketing plan or strategy for your agency? Absolutely not! The how, when, where, why and how much of marketing has to be decided by those administrators aware of every detail of the agency's operation.

References

Alderson, W. Survival and adjustment in organized behavior systems. In R. Cox & W. Alderson (Eds.), *Theory in marketing.* Chicago: R.D. Irwin, Inc., 1950.

Ihlanfeldt, W. A management approach to the buyer's market. In P.J. Montana (Ed.), *Marketing in non-profit organizations.* New York: AMACOM, 1973.

Kotler, P., & Levy, S.J. Broadening the concept of marketing. *Journal of Marketing,* 1969, 33 (1), 10-15.

Kotler, P., & Levy, S.J. Demarketing, yes, demarketing. *Harvard Business Review,* November-December, 1971.

Phillips, J. The end run. In L. Adler (Ed.), *Plotting marketing strategy.* New York: Simon and Schuster, 1967.

Shapiro, B.P. Marketing for non-profit organizations. *Harvard Business Review,* 1973, 51 (5), 123-132.

Wilkie, W.L., & Gardner, D.M. The role of marketing research in public policy decision making. *Journal of Marketing,* 1974, 38 (1), 38-47.

CHAPTER TWO

A Conceptual Framework for Marketing in a VR Agency

In a classic study applying marketing theory from business to nonbusiness organizations, Kotler and Levy (1969) identified nine concepts which form the nucleus of the marketing model:

1. Defining the organization's business and products in terms of consumers' needs
2. Identifying and defining target consumer groups
3. Differentiating needs, goals and products among consumer groups
4. Analyzing behaviors of target groups
5. Capitalizing on differential advantages inherent to the organization
6. Integrating marketing planning
7. Selecting the right mix of marketing tools
8. Monitoring the marketplace
9. Evaluating the organization's effectiveness in the marketplace.

Product Definition

What business are you in? Is Exxon in the oil business? Is Revlon in the lipstick business? Is AT&T in the phone business? Not by a long shot! And certainly not if they plan to stay in business and prosper. Businesses which survive in a changing marketplace have learned to define their business and products in broad generic terms which focus on customers' needs and services provided. Thus Exxon is in the energy business, Revlon the beauty business, and AT&T is an information industry.

Generic definition isn't just hairsplitting. It's a focus, an orientation which pervades every level of the organization from product development to packaging, sales, distribution, and advertising. To inaccurately define your product. . .to define the product too narrowly. . .to presume a built-in longevity of the product is to run the risk of producing a dinosaur in the marketplace.

Levitt (1981) cites the railroads as an example of an industry that engineered its own decline. Certainly it wasn't a lack of consumer need for passenger and freight transportation. Cars, trucks,

planes, and tankers took over because railroads believed they were in the railroad business not the transportation business. Their product was trains rather than the transporting of people and goods. So while this great American enterprise moved cars around on tracks, other businesses moved in to move the consumers.

The 70s was the decade during which the not-for-profit sector took the concept of generic definition to heart. As churches realized their congregations were declining, they moved quickly to redefine their business from serving the religious needs of their members to addressing community issues and needs, adding a whole range of social services and nonreligious programs. Schools, once in the business of teaching reading, writing, and arithmetic expanded their horizons to focus on developing the total person.

These organizations knew they were losing support and funding. They were providing services which the majority of their consumers felt were not relevant to their needs; they were undermining their own positions of influence in the community. They had to change to survive.

How are VR's business and products defined? We think this just hasn't been done. In a program as comprehensive and diverse as VR, it's not easy to do. We suggest that VR is in the employment business and its products range from clients to information.

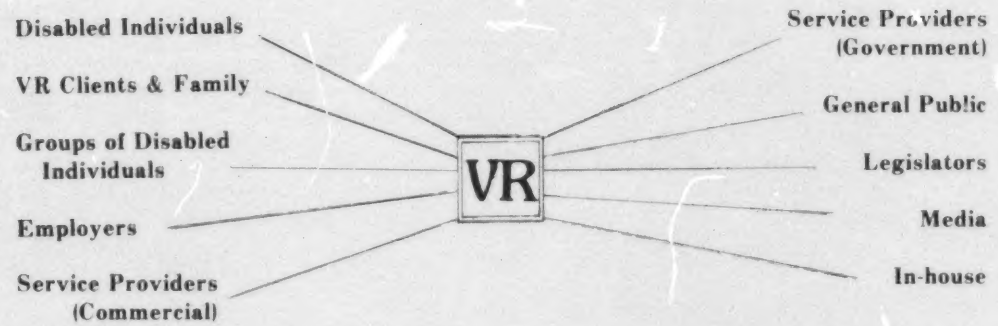
Target Group Definition

After defining themselves in broad, generic consumer-oriented terms, organizations often discover they've carved out a tremendous piece of the market. And even big business has a finite amount of resources in expendable capital, management, staff. So you need to hone in on specific audiences. Chrysler, for instance, got out of the auto business and into the transportation business by gearing itself to meet the expressed needs for economical, efficient, and serviceable cars. But Chrysler also identified within their markets, target groups who wanted fun (sports models), luxury (top of the line and convertibles), and versatility (mini pickups). Theoretically, every product in the line is there because research indicated a market segment needed it. Chrysler refrains from producing boats, bicycles, airplanes, and other transportation modalities because its target populations want passenger vehicles.

Not-for-profits must make the same kind of audience identification. For instance, a museum targets primarily the culturally-inclined upper middle class patron who can support program by contributions as well as attendance. But, to build and sustain support over an extended period of time, the museum conducts educational programs geared to school age children, hoping to build their patronage and interest. It also may target special interest groups with topical exhibits to attract massive, new traffic, a percentage of whom will become repeat business.

VR targets to multiple audiences, not always fully cognizant of how many types of audiences you target, what their needs really are, what your goals are in this exchange of value, and how that exchange takes place. VR tends to focus on the client as the only target audience and this is misleading. Your target audiences include employers for job seeking and job development, social service providers for ancillary services, educational resources for training, medical resources for restoration and maintenance (See Figure 2). Although these audiences are targeted on behalf of the client, it must be understood that these relationships involve an exchange of value which is meaningful and valuable to both participants.

Figure 2
VR Linkages To Target Audiences



Differential Needs Identification

Perhaps because VR targets so many audiences, it tends to overlook the critical differential element of marketing.

Why does one cosmetic manufacturer produce four or five product lines virtually indistinguishable in composition but widely differing in appearance, pricing, advertising format, and visibility? Because there's a market for the $1.25 hand lotion, and there's a totally different market for an $8.50 "environmental correction fluid", and yet another market for a version scented with a name brand perfume for $12.50. One line is advertised in magazines aimed at students and housewives and sells in supermarkets and drug stores. For the second line, ads run in high fashion journals with sales from behind the imposing counter of a department store, sometimes with demonstrators. The very top of the line may be deliberately restricted to a few select stores to reemphasize its desirability for the privileged few. The consumer of the lowest priced lotion can't or won't consider the higher priced ones; the other market segments have needs which make the higher priced offerings an equitable value for them. The point is, in every case there's a tailor-made exchange of value.

So it must be with VR and its myriad audiences; generic advertising of "The Agency" is virtually useless. Even the basic communication explaining VR must be custom fitted to each audience's level of comprehension and acceptance. Educators' needs differ from needs of employers, clients from medical staff. Focusing on the information the target audience feels will meet its needs rather than information VR needs to transmit fosters the value exchange.

One of the biggest mistakes an organization can make in analyzing its target audiences is to presume that audience needs and organizational goals are identical. A second error is to assume that your goals are more important than theirs. In a marketing posture, the consumer is always right. You may adopt strategies to bring the consumer's orientation closer to your point of view, but you begin by assuming it's a buyer's market.

Target Audience	Consumer Needs		VR Needs
Disabled Individual	No needs Information about VR Information re: disability Services from VR Services from others	Employment Independent Living Barrier-free environment Recognition Involvement	Inform of available service Attract to agency as client Enlist aid in program support Referral source Volunteers (peer counseling, etc.)

When looking at disabled individuals as a target audience, you need to distinguish between disabled individuals and clients. Some disabled individuals may express no desire for communication with or from VR, simply because they have no need or desire for services.

The disabled person who is a potential consumer may have a range of needs, from general information about VR services to life-threatening situations requiring immediate intervention. So the levels of need and receptivity vary greatly. A person may need only detailed information about a disability, medical updates, product information, or information to decide whether or not VR services are needed. But there may be a need for information about employment, therapy, training, independent living services, and a barrier-free environment.

VR, on the other hand, has specific needs, such as informing handicapped individuals of the availability of VR services and attracting to the agency as clients those persons described in the eligibility criteria.

The agency also may recognize the value in cultivating articulate handicapped persons to support agency program by channeling appropriate referrals to the agency and advancing agency interests with employers, civic leaders, and governmental entities. Additionally, volunteers may be recruited to function as peer counselors, aides, teachers, recreation assistants, and in other similar roles.

What needs to take place is an exchange of values. For this transaction to occur, there must be an exchange of at least one item from the consumer needs column and one item from the VR needs column. To spend time and effort recruiting volunteers for a facility won't produce results unless you address why handicapped individuals would want to become involved, e.g., personal recognition. You then begin to cultivate a pool of individuals who, through involvement and recognition, can assist the agency with other needs.

Target Audience	Consumer Needs		VR Needs
VR Client & Family	Counseling/guidance Training/education Employment Physical services Disability info (specific)	Self-esteem Community integration Independent living	Sustain in program Complete program Employment Program support Referral source Volunteer

Disabled individuals come to VR with differing expectations, not only for the types of services, such as physical restoration, education, placement, and counseling; but also for personal goals, e.g., independence, self-esteem, level of community involvement, and participation in the mainstream.

VR wants clients who persist in and complete their rehab programs successfully, cooperate with staff, and exert an appropriate amount of initiative. The agency assumes that in dealing with clients, counselors and other staff persons demonstrate great sensitivity to client needs in any situation. And it expects that during counseling sessions the agency's needs are communicated to the client and formulated into the IWRP. How much marketing takes place at this point largely depends upon the counselor's style and sensitivity to the client's needs. But marketing and demarketing take place. Whether the counselor is responding to a money crisis or the agency's desire to channel clients into a facility with vacancies, there are additional elements in decision making other than the formal eligibility criteria.

VR has other needs which are not always communicated to the client. Alumni who lobby and testify on behalf of program funding, legislative changes, and even program continuance, are a very valuable resource. People who have been through the rehab program and speak from experience of its value are a highly credible source of information. VR needs to recruit and reward individuals for this kind of involvement. . .to structure an exchange of value by meeting the recognition and self-esteem needs of these individuals in exchange for help with agency program needs.

Are alumni encouraged to refer other handicapped individuals to VR? Are they given the information they need to participate in this exchange? Are alumni aware of opportunities for volunteerism? Are opportunities made available to clients to experience the exchange of much-needed manpower for rewards such as recognition, experience, and self-satisfaction?

You may not think of someone in need of your services as having some value to offer in exchange, or that you should commit additional resources in marketing to that individual. However, the opportunities are there, if you focus energy on the exchange involved.

Target Audience	Consumer Needs		VR Needs
Groups of Disabled Individuals	Recognition/visibility	Barrier-free environment	Alliance
	Employment	Medical services funding	Allegiance
	Housing	Self-determination, power, control	Lobbying power
	Transportation	Education	Manpower (volunteer)
		Updating disability info	

Groups of disabled individuals have two basic needs: visibility and tangible results. They are struggling to exist, to gain membership, to manage on a bare bones budget, to obtain credibility, and to exert influence. Unless these groups are purely social or recreational in orientation, they have issues central to their existence, such as housing, employment, environmental access, attendant care, transportation, health care, and education, none of which lends itself to a quick and easy solution. Individual group members also have needs and priorities, and these individual needs and priorities are not always the same as the group's.

Many VR agencies have taken a strong interest in groups of disabled individuals. Their employees join and work with groups, both as members and advisers. While the individuals' goals may be participation in valued activities, helping, or socialization, the primary agency goal usually is to assist the group to develop its goals and actions in support of agency goals. To put it plainly, most agencies don't want trouble, and working with a group to foster a beneficial relationship is preferable to finding protesters on your doorstep.

These groups can become a major power in conveying agency interests to the media, general public, and legislators. Voters are the most powerful lobbying force, and the disabled individual speaking on behalf of a group of disabled individuals (voters) can be considerably more effective than an agency representative speaking for the same cause.

Groups of disabled individuals also can become a source of referrals to the agency, acting as a marketing tool to reach persons who may not come in contact with traditional referral sources. A good example is outreach to the deaf and hearing impaired community where the network of contacts and social groups is the primary mechanism for communication.

The use of volunteers to meet some agency and facility needs is important. Although the agency may need to furnish the volunteers with ancillary services, such as transportation, group members can augment professional staff by functioning as peer counselors, recreational aides, and training aides. with planning and ingenuity, volunteers can become a self-directed group functioning as an integral part of the VR program.

Target Audience	Consumer Needs		VR Needs
Employers	No needs No hassle from government agencies Troubled employee services Employees (job ready)	Technical assistance Recognition Community involvement	Individual placements Placement relationship (long-term) Relationship with other employers Program support Tangible in-kind support Referrals

Employers need employees, but they do not need handicapped employees. And, in the traditional VR placement model, the emphasis is on selling handicapped workers to the employer. The exchange of value is attempted based on the employer's needs for goodwill, community service, and possibly fear of further government regulation or litigation. That means you have to identify someone in that organization interested in the status of handicapped individuals, who becomes your marketing tool for that employer. When you run into a company official with no interest in handicapped people or no fear of government agencies, you probably will find the door closed. The reality is that the market-the-client system isn't reliable enough to sustain the numbers VR needs to keep the program viable.

Employers need job ready employees. They need assistance with troubled employees, with injuries on the job. And a successful marketing model for employers focuses on these needs, not on government regulation or community goodwill. As long as VR needs clients placed and presumes the employer needs handicapped employees, the marketing exchange is limited. We're back to the old problem of having a client with skills A and B and trying to find an employer with needs for A and B.

If the agency can develop a source for multiple placements over a long period of time, wouldn't it be worth the time and personnel to initiate and sustain these more intensive employer-VR relationships? And these relationships can be used to provide program support, communication with legislators, OJT, subcontract work to facilities, and donations of equipment, personnel and supplies. Employers who are satisfied with the exchange of value become a marketing tool to other employers. The unsolicited and informal recommendation, employer to employer, is extremely effective.

Target Audience	Consumer Needs		VR Needs
Service Providers (Commercial)	Business Profit Repeat business Advertising to other customers (goodwill)	Personal and corporate satisfaction	Goods and services Fair value Quality product Indirect program support (goodwill)

The primary need of vendors is business that produces a profit. . .business that produces repeat profits. Governmental purchasers usually don't have the flexibility to negotiate with providers. The bureaucracy frequently slows down payments, complicates purchases with regulations, and intervenes in the general market exchange. However, government business is generally repeat business, and the government pays its bills. So service providers contend for government agency markets.

Given these constraints, it would appear that service providers are a limited target audience for VR, as there is little to negotiate. But vendors have other needs: advertising to other customers and the creation of goodwill. While VR's use of advertising on behalf of vendors may be restricted by law, there is ample opportunity for vendors to capitalize on service provided VR to obtain other state business. Service providers also have personal and corporate needs for performance satisfaction, an area which offers possibilities for development.

VR's needs from vendors center on goods or services provided at a fair price. VR must take the responsibility for investigating and assuring that purchased training is thorough and appropriate for the particular client and job; that equipment purchased is safe, operative and effective; that medical services are well managed. With increased litigation in this area, VR as the purchaser now needs to become an evaluator of goods and services in terms of quality as well as cost-effectiveness.

Although direct lobbying efforts by a commercial organization on behalf of a program which purchases its services may be inappropriate, indirect support can be solicited. Vendors, as individuals, can perform valuable services in communicating from a business perspective with media, other service providers, and the general public.

Target Audience	Consumer Needs		VR Needs
Service Providers (Government)	Business (goods, services, clients) Program support	Funds (3rd party from VR) Services	Services Business 3rd party funding Program support

Interagency relationships will become increasingly important as programs move toward more state and local control. The needs of other human services providers usually are quite similar to VR's: exchange of appropriate clients, third party resources, program support and provision of services. We need to begin to look at cooperative agreements with education, welfare, and mental hospitals as marketing tools.

VR has several alternatives. It can choose to do nothing; it may take aggressive, independent action. Or it can view other agencies as members of a service consortium, banding together to provide

mutual support, share resources, and exchange clients when appropriate. VR should choose the route most applicable to a specific situation, but should identify the marketing choices linked with a proactive, rather than reactive stance.

Target Audience	Consumer Needs	VR Needs
General Public	No needs Info re: services for self, family, friends (specific) Info re: disabilities (generic) Info against time of need Self-enhancement	Program support Advocacy on behalf of handicapped individuals a. jobs b. barrier-free environment c. attitude change Referrals Volunteers Direct fiscal support

When VR thinks of marketing, it tends to think first of information dissemination to the general public. Unfortunately, this is one market segment which, in general, has no desire for that information. Unless an individual in that mass audience feels some immediate need for information about VR, whether personally or for a member of the family or a friend, the information is likely to be ignored particularly if reference to illness or disability causes feelings of fear, guilt, or the like. Persons who are involved in human services, either as professionals or volunteers, may be more receptive to the information; however, their needs may be more specific and better attended to in other ways.

A small segment of the general population may store the information away against time of need, but unless the communication provides some tangible method of recovering the information, recall will remain limited. For instance, running public service announcements that list services available from VR, along with a phone number, could be made more effective by showing how to find VR in the phone directory.

What does VR need from the general public? Primarily support for the program and its continuation through funding and appropriate legislation. In looking at this market segment, it may be helpful to separate your goals into tangible and intangible. No matter how much goodwill the man on the street verbalizes about programs which help unfortunate handicapped people, that doesn't constitute responsive support. There's no way of utilizing that good will unless: (1) you request that support, and (2) you provide the public with a method of responding, i.e., voting for a specific bill, approving funding levies, and informing legislators of support for issues.

The overriding caution in marketing to the general public is that it remains an undifferentiated market deserving careful segmentation, e.g., church members, neighborhood clubs, civic organizations.

Target Audience	Consumer Needs	VR Needs
Legislators	Run the government Keep constituency represented Protect special interests	Financial support Program support

The needs of legislators are complex and difficult to analyze simply because the political system itself is so complex. If the primary tasks of the legislator are to keep the government running. . .the monies coming in. . .the multiplicity of programs and agencies functioning, then the legislator's primary need should be for information regarding constituency needs.

VR needs legislative support for funds to operate the program and for the creation of a climate in which VR programs can produce results, e.g., tax incentives for hiring disabled workers, easing of zoning restrictions for group homes.

It should be straight forward — present the needs of the handicapped population to the policymakers in a way that accurately reflects their number and situation, and project expected results after appropriate services are provided.

Target Audience	Consumer Needs	VR Needs
Media	News Feeder relationships	Program support (good press) Absence of bad press Marketing tool

The business of radio, television, newspapers and magazines is information. In exchange for this information, the consumer either pays directly for the service, e.g., buying the newspaper, or indirectly through purchase of advertised goods and products. Usually the exchange involves both. Competition is high, so the information industry has evolved a highly refined marketing stance in order to survive.

The media consume enormous quantities of information, thus their need is for information at minimal cost. Because the media have carefully defined their target audiences, they need only that information they perceive meets the needs of their audiences.

VR, on the other hand, needs the media as a marketing tool to reach several of their audiences via a methodology that's usually available at no cost and reaches vast numbers of people with high credibility. Good press not only encourages program support but appears to reflect program support. Bad press tends to imply bad program.

The increasing appearances of disabled persons in the mass media have brought disabled individuals to the attention of the American public in a very impactful way. While meeting the audience's need for entertainment, producers are introducing information in a way which is accepted by a majority of viewers.

The question is, how can VR capitalize on this kind of programming? Are there possibilities for followup that could tie issues presented in the program to individuals and the community? Are there ways of making VR known to program producers so references to the agency can be more specific? For example, one program clearly portrayed a rehabilitation counselor without identifying the person's profession; the source of the very necessary and appropriate assistance was left to the viewer's imagination. A good relationship between VR and the local media could have led to a trailer, which is a short local spot following the program, giving the agency ID and phone number for use by people in similar circumstances.

The point is, there are opportunities to take advantage of a sound advertising concept — come into a market slot that someone else has already softened up.

Target Audience	Consumer Needs	VR Needs
In-house	Job satisfaction Climate of the job (info input, info feedback, decision making) Maintain job Personal self-esteem	Program operation continuation Quality of service Cost containment Work environment at peace

One critically important audience VR must attend to is agency staff. Obviously employees need to maintain their jobs, but they also need job satisfaction, a healthy work climate, to give and receive information, and to participate in decision making. Also strongly valued are the personal satisfaction and self-esteem of job performance.

The agency wants staff to operate with a high quality of service within budgetary limits. And it also wants a peaceful, productive work place. VR, unfortunately, hasn't always addressed the needs of staff. If communications are still directed to staff via memos or manual letters. . .if staff input committees are being used as rubber stamps. . .if input isn't sought until final plans are formulated, there will be resistance to implementation of any managerial plan, including marketing.

While field staff do the bulk of the marketing implementation, the impact of these efforts on job performance usually are not evaluated. They cannot be expected to do it all. Employer development takes time. . .considerable amounts of time. Relationships with media professionals must be worked at. . .kept up. The agency needs to lay its groundwork carefully in marketing to this in-house group, recognizing them as an important market segment.

Professional sales people are nurtured by their employers with continual updating on company plans and policies. They're fed a stream of practical, hands-on aids. They're expected to seek out data on their products' utilization and feed it back to the company. They're encouraged to spot trends and projected needs. And they're recognized and rewarded.

Can VR do less with its field staff?

Consumer Behavior Analysis

The following chart (Figure 3) is simply a beginning step in segmenting VR's audience. The fact is VR doesn't know very much about its target audiences' needs and desires. Business spends considerable money and effort on research and market analysis. No company can afford to develop a product, set up the manufacturing process, staff a sales force, mount an advertising campaign, distribute the product, then hope for a positive market response, based on hunches or guesstimation.

Fruit of the Loom, for example, studied consumer purchasing habits and discovered that men's underwear is purchased primarily by wives and mothers. Therefore their marketing effort is geared to the female buyer who expressed a preference for practicality and good value. Distribution channels were changed to include outlets more frequently patronized by women, i.e., grocery and drug stores. To market the same product successfully to a predominantly male audience would mean changing not just the distribution and promotional slant but the fundamental buying behaviors of the audience.

Figure 3
Exchange of Value

Target Audience	Consumer Needs		VR Needs
Disabled Individuals	No needs Information about VR Information re: disability Services from VR Services from others	Employment Independent Living Barrier-free environment Recognition Involvement	Inform of available service Attract to agency as client Enlist aid in program support Referral source Volunteers (peer counseling, etc.)
VR Clients & Family	Counseling/guidance Training/education Employment Physical services Disability info (specific)	Self-esteem Community integration Independent living	Sustain in program Complete program Employment Program support Referral source Volunteer
Groups of Disabled Individuals	Recognition/visibility Employment Housing Transportation	Barrier-free environment Medical services funding Self-determination, power, control Education Updating disability info	Alliance Allegiance Lobbying power Manpower (volunteer)
Employers	No needs No hassle from government agencies Troubled employee services Employees (job ready)	Technical assistance Recognition Community involvement	Individual placements Placement relationship (long term) Relationship with other employers Program support Tangible in-kind support Referrals
Service Providers (Commercial)	Business Profit Repeat business Advertising to other customers (goodwill)	Personal and corporate satisfaction	Goods and services Fair value Quality product Indirect program support (goodwill)
Service Providers (Government)	Business (goods, services, clients) Program support	Funds (3rd party from VR) Services	Services Business 3rd party funding Program support
General Public	No needs Info re: services for self, family, friends (specific) Info re: disabilities (generic) Info against time of need Self-enhancement		Program support Advocacy on behalf of handicapped individuals a. jobs b. barrier-free environment c. attitude change Referrals Volunteers Direct fiscal support
Legislators	Run the government Keep constituency represented Protect special interests		Financial support Program support
Media	News Feeder relationships		Program support (good press) Absence of bad press Marketing tool
In-house	Job satisfaction Climate of the job (info input, info feedback, decision making) Maintain job Personal self esteem		Program operation continuation Quality of service Cost containment Work environment at peace

In the nonprofit arena, the phenomenon of fund raising illustrates the importance of market research. Stereotypes of donors as rich and philanthropic have been discarded based on hard data which demonstrate that people donate for specific and self-satisfying reasons—because they perceive they get something in return.

The Salvation Army worker outside the alcoholic beverage store at Christmas is making a very strong, unspoken pitch to the purchaser's guilt feelings. The pleas to help victims of a flood are aimed at people's sense of relief at being spared and their recognition of one's helplessness in the face of uncontrollable circumstances—two very different sets of behaviors. Honing in on behaviors of market segments permits an organization to fulfill its mission while exchanging commodities of value (albeit intangible, personal ones) with those who provide support for the program.

Analyzing consumer behaviors from VR's standpoint is a complex process. In the first place, we don't know a lot about our clients much less about employers and their motivation. Identifying the goals and needs of each target audience is an immediate first step, but the reality is, empirical research is urgently needed. (For additional discussion, see Chapter 4).

Differential Advantage

The concept of differential advantage means simply doing what your organization does best. It's promoting and exploiting that at which you excel.

Hertz has firmly entrenched in our minds its position as number one in car rental, that is presumably having the largest volume of business. (But what number one really means, we don't know.) Avis comes back with a message of trying harder. Another rental agency jumps in with doing business cheaper. Without these differential messages, consumers would have no basis for selecting either of the three companies which offer the same services.

VR, on the other hand, doesn't seem to capitalize on what it does best. If your agency has an effective, aggressive job placement program; a quality diagnostic unit; or an outstanding computer training program, these are the things you market.

Differential advantages must be real and provable. If your 650 milligrams of pain reliever actually doesn't work better than my 650 milligram version, you'd probably better stay clear of claiming "faster more effective relief."

Integrated Marketing Planning

How did your agency get to be personna non grata with that particular newspaper? How did it happen that a legislator was contacted by two agency staff with two different versions of the same story? Why was the story that should have been shared directly in PTA meetings wasted on radio copy that was never aired?

What's needed is a central management-defined plan for marketing planning and implementation. Without an integrated, comprehensive master plan which delineates what is to be communicated to whom, how, and by whom, there is going to be duplication, dilution and scatter of effect which VR can ill afford. The plan should specify:

- the priorities
- the resources allocated to each priority
- immediate goals
- long-term goals
- timetables

VR's problem is that responsibility for marketing is shared among virtually everyone. Only a fraction of what actually gets done is identified and dealt with as marketing. There are no statewide priorities; the agency's program appears fragmented and lacking clear goals and expectations. The staff have little access to policy development. You have invested time, money, and effort without being able to assess the results.

Multiple Marketing Tools

How do you reach your target groups? Through your tools — the product, packaging, price, distribution channels, and promotion which are adjusted to make up the marketing mix.

The product may be changed by adding to or subtracting from the line or by substantially altering the configuration of the existing product. Lennox Industries, for instance, predicted the demand for solar energy and added a whole new product line of solar heating and cooling systems and water heaters for residential and light commercial customers (Thompson, 1979). VR frequently changes its products, adding a program for chemically-dependent workers, closing down a special school program, or shifting a sheltered workshop from subsidized to competitive employment.

Packaging the product may require giving it a new and different appearance. Sine-Off, an over-the-counter sinus medication, recently went through four major repackaging efforts in a five year period to establish differentiation between its product and three brands similar in name and appearance (Thompson, 1979). VR needs to distinguish itself from other social service providers and to make distinctions among its clients (products).

Distribution channels are the means by which your product gets to its end users. Among the steps RC Cola took hoping to capture a larger share of the cola market was the acquisition of another channel of distribution by purchasing Arby's, a fast food franchise. Rehab is quite familiar with changes in distribution modes. Satellite offices in shopping malls, offices in inner city schools, projects in rural areas, all demonstrate alternative ways of getting services to customers. The question is, can services to employers be as flexible?

Pricing is the real or perceived dollar, time, or effort cost affixed to the product. A company like Levi Strauss can endure a price-cutting war by its distributors and still make substantial profits as long as customers demand their products and are willing to pay the price. VR needs to remember that every exchange has a price: It costs money, time, and productivity to train a new worker; it costs time, money, and effort to meet with a VR representive; it costs a significant amount of money to replace an inappropriately placed client. How much is the employer willing to spend? Can these costs be reduced or recompensed? One agency, in order to keep a good OJT slot, used staff to do the job temporarily when clients were unavailable.

Promotion is the use of publicity, advertising, public relations, and atmospherics to communicate with an audience. A symphony orchestra, for example, generates publicity through media releases

and interviews on radio and TV by the conductor and guest artists. A public relations effort might include a free concert in the city park during lunch hour. Advertising could include a major bank purchasing a newspaper page and donating it to the orchestra to publicize the season ticket campaign. Atmospherics is a way of describing to the prospective customer how the organization looks and feels. The Women's Auxiliary may sponsor a full-dress benefit ball in a lavishly decorated hotel to offer patrons participation in a gala social event. Or the orchestra members might dress in jeans and T-shirts for informal pops concerts with elementary school students in an atmosphere that's designed to project fun and familiarity.

VR does a lot of promotion, not always distinguishing between the goals of a promotional effort and the promotion itself. Many staff members do promotion, from the secretary who greets visitors (public relations) to the counselor presenting a program to a service club (publicity). Maybe the ventures aren't particularly slick or sophisticated, and maybe they don't need to be. There is a need, however, to coordinate promotion with other aspects of the marketing mix, targeting goals up front and maintaining that initiative through follow up.

Market Feedback

If your agency simply pastes newspaper articles in a scrapbook and counts total linage at the end of the year, you have no way of knowing what, if any, marketing impact you have made.

If you are a business with a tangible product, you count how many you put on the shelf, how many you sell, how many reorders you have, and know how well you're doing by the profits you make. You conduct product satisfaction surveys, analyze complaints, solicit consumers by offering coupons and gifts. Not-for-profit organizations are far more unstructured. It takes a major strike of garbage collectors in July, a riot on the university campus, a sick-out of police, or an empty theater to bring home the point that the organization isn't meeting the needs of its constituency.

VR usually doesn't know how things are going until things aren't going well. There is a flurry of administrative review requests; bad press is generated by disgruntled clients or advocacy groups; the legislature turns a deaf ear. But despite this negative feedback, you still don't know exactly what is wrong or how long it's been going on.

VR typically doesn't solicit feedback. Client followup focuses primarily on retention of service benefits. You don't make the deliberate effort to use clients to analyze operations; you don't seek feedback from employers on a long-term basis. Nor do you study interactions with other service providers. Feedback must be encouraged and monitored on a continuing basis. For instance, what will the labor market be like ten years down the road? Or what kinds of young adults will be coming out of mainstreamed school programs and with what kinds of needs? What will happen to special population groups, such as the chronically emotionally ill, as program support is reduced? Where will the marginally disabled, marginally employable fit into the picture? Where is private rehab going? What pieces of this market can your particular agency address?

Marketing Audit

Change is the only constant in American business. A number of American businesses no longer exist because they could or would not change the definition of their products which lost relevance in the marketplace. To remain viable, an organization must periodically review and evaluate its objectives, resources, and opportunities; its basic business, target groups, differential advantages, communication channels, and messages in light of current trends and needs. Then be prepared to recognize the need for change and do it.

References

Kotler, P., & Levy, S.J. Broadening the concept of marketing. *Journal of Marketing*, 1969, 33 (1), 10-15.

Levitt, T. Marketing intangible products and product intangibles. *Harvard Business Review*, May-June 1981, pp. 94-102.

Thompson, H.A. *Cases in marketing*. New York: Harper and Row, 1979.

CHAPTER THREE

Planning For Marketing

There's a little town in West Virginia with a local ordinance still on the books which says, if you leave home after nine p.m. without knowing where you're going you can wind up in the slammer.

Maybe the same kind of law ought to apply to marketers in rehab. It should be against the law to go out and market unless you know where you're going and you understand the consequences of successful marketing efforts.

A major marketing effort that is conducted without clearly targeting goals can be less than useless. Not only will you waste time and money but you also can generate negative effects. The only thing that could be worse is a marketing effort which succeeds in communicating with the audience but fails because the agency doesn't have the resources to complete the exchange. The bottom line is, if your agency can't provide the services (the job ready clients or whatever) you are planning to market, the worst possible decision is to try to develop more customers for those services. Planning assures that goals are developed and sufficient resources and products are available before marketing begins.

Robert Mager (1975) succinctly summing up the argument for planned action said that unless you know where you're going you might wind up somewhere else and not even know the difference.

Where Do I Start?

Your first decision is who should do your marketing planning. Basically you have three alternatives:

1. Hire a professional firm to do it all.

2. Hire a consultant to work with your staff.

3. Do it all in house.

In the first option, a professional firm would do the entire marketing package for you from planning to selection and development of the marketing tools through evaluation. You should seek a firm which focuses on market analysis services: data on employer needs, job forecasting on a regional basis, analyses of employer hiring behaviors, descriptions of client and potential client populations, attitudes of the general public. The reality is, however, that in this day and age, you probably can't afford to contract out a marketing package even if you could convince state policymakers that such services are an integral part of program planning.

Your second option is to hire a marketing professional to set up strategies for analysis, act as a team member in planning, take the lead role in developing the marketing mix, and supervise implementation and evaluation. Also, the professional marketer's perspective would be invaluable as you conceptualize VR within a marketing framework. In choosing a professional, you need to differentiate between marketing as logic and marketing as a competence. That is, some professionals specialize in marketing of something, e.g., energy industries, political aspirants, and some are generalists who can conceptualize but would need time to learn about rehab.

The third option is to do it all yourself – put together a marketing team which will develop a plan for the entire agency. Kotler (1979) suggests a six step phase in as a way of moving gradually into marketing over a period of time. He outlines the following sequence:

1. Appoint a marketing committee;

2. Organize task forces to carry out an organizational audit;

3. Hire marketing specialist firms as needed;

4. Hire a marketing consultant;

5. Hire a director of marketing;

6. Hire a vice president of marketing.

The process might begin with an in-house committee charged with examining the organization's problems and looking into the potentials for marketing. They would also examine the marketing needs of each operational unit and determine the type of management resources required, i.e., a full-time director of marketing, a marketing consultant, etc.

Task forces would conduct the organizational audit – looking at how various audiences perceive the organization's products – and assist with the development of organizational goals, positions, and strategies. Even though the task forces may be unable to solve specific problems, they would gain a better understanding of the issues and be able to assist in implementation of marketing plans.

The next two phases call for the utilization of professionals to accomplish some or all of the marketing tasks. By carefully defining what you can't do, the gaps can be filled in with professional help even with relatively limited resources. For example, using a marketing consultant to carry out a comprehensive marketing audit would provide the organization with significant data on target audiences.

Eventually the organization probably will need a marketing director (see Appendix A for a sample job description) at the middle management level, and the equivalent of a vice president of marketing to coordinate all marketing functions from the upper echelon.

We see VR utilizing a marketing manager whose role would be to:

- provide information to other top administrators on the marketing environment, market size, composition, and trends;

- participate in the setting of annual objectives;
- develop plans and allocate resources to meet those objectives;
- serve as marketing conscience of the agency to counteract the tendency of administrators to become engrossed in operations and lose sight of marketing issues and relationships;
- manage and coordinate marketing services for all units in the agency. (Kotler, 1975)

CAUTION: There is a danger of confusing the role of marketing manager with that of the public information or public relations officer. Promotion is only one piece of the marketing mix. The skills needed to develop a brochure or tape-slide show or to set up a job fair are not the skills required for analyzing what is happening between the agency and the marketplace and what should and could happen through an integrated marketing program.

The public relations role entails:

- handling the public communication needs of the agency
- managing routine communications with those publics
- developing communication strategies for special projects
- supplying information on request
- presenting the organization in a favorable light.

The market manager's role involves:

- researching consumer needs, perceptions, and preferences
- developing new products and services
- determining the basic characteristics of products
- solving problems regarding product distribution.

Early on in this process, it's critical that top level management develop and disseminate the agency's philosophy regarding marketing. This includes:

- establishing agencywide the groundwork for an understanding of marketing
- preparing staff for its effect on agency operations
- setting a high priority on designing and developing a marketing model
- cultivating an environment which encourages creative participation.

Additionally, development of the philosophy requires serious consideration of the planning aspects based on such concepts as:

1. Marketing planning cannot be delegated to a staff person. Responsibility must remain with the top level management who deal with forward planning regularly as a part of management activities. Delegation, even with periodic review, weakens the priority.

2. In building a team or unit, look for staff people who have both line and field experience and who exhibit sound business management. Marketing planning is not for the individual who knows the VR system but cannot relate to the business concepts integral to marketing.

3. Guard against selecting staff who gravitate to planning because it provides the opportunity for theoretical conceptualization rather than dealing with the tangible nitty-gritty issues.

4. If you set up a planning team you have a responsibility to keep them active, involved, stimulated, and rewarded. The goal of a marketing orientation is an integrated, comprehensive plan, and the worst thing that can happen is for one member of the team to take off in a direction contrary to the master plan. The team should be kept informed and involved so that when an approach shows signs of payoff, appropriate management decisions can be made relative to the overall plan.

5. An internal balance should be maintained between the demands of day-to-day activities and the need to visualize and plan ahead. A state director has enough to do just to keep the agency running, so planning sessions are usually widely spaced. However, regular and frequent marketing updates and planning reviews need to become routine.

Building the Team

Identifying staff who can contribute to the team requires looking at the kinds of skills the management of a marketing function entails. Kotler (1972) identifies these traits as the ability to analyze, plan, organize, and control.

Analytical skills include the ability to diagnose the marketplace, to identify market segments, their size and location, and to provide insight into the needs, wants, perceptions, and values of those consumers. Also included is the ability to identify what products the organization currently supplies to each market segment and how each audience feels about those products.

There are four major areas requiring planning skills: product development, pricing, distribution, and promotion. Team members must deal with questions such as, How do you select and refine the concept of a product? How do you style and package it? How do you test for market acceptance? What would be an attractive set of terms for both the agency and consumer? How do you get a product into circulation and accessible to the target market? What methods should be used to stimulate market interest?

Organizational skills involve the ability to: (1) design a marketing unit — understand the advantages and disadvantages of organizing marketing activities along functional, product, and market segment lines; (2) staff — identify, train, and assign responsibilities effectively; and (3) motivate — stimulate optimal performance from staff.

Control skills refer to keeping marketing efforts in line with market conditions, i.e., keeping up with attitudinal and behavioral achievements while measuring the costs and efficiency of actions producing those results.

In building your team, you want to consider people qualities as opposed to selection solely by staff position. Peter Drucker (1954) suggests the mental climate which fosters long-range marketing planning is a kind of creative flexibility. "To reach objectives, detours may have to be made around obstacles. Indeed, the ability to go around obstacles rather than charge them head on is a major requirement for managing."

The team should include staff already involved in short and long-term program planning and evaluation at both top and middle management. These persons can perform the critical tasks of providing and interpreting data, identifying problem areas and resources, and smoothing the route to acceptance and implementation of any agencywide plan.

Certainly every field office and facility needs to have a marketing representative on the team who will participate in the entire decision making process from gathering data to analyzing local situations, and will be responsible for local implementation. As everyone in an agency markets — counselors, secretaries, facility staff, supervisors, and administrators — and will be actively involved in any concerted marketing effort, it is necessary to involve all levels of staff in the analysis and planning processes: identifying target audiences, prioritizing audiences, listing current activities, describing expected outcomes, and suggesting marketing activities and tools. But it's going to take some awareness generating to prompt people to think marketing.

One of the most important members of the team is the public information officer. It is unreasonable to assume that the promotion piece of the marketing mix can be implemented without total integration into the marketing plan, and this may require substantial personnel commitment. To supplement your own staff, it may be possible to locate short-term assistance from a retired professional willing to do a public service. Or someone relocating who would consider short-term tenure with VR as a stepping-stone to other government business. Maybe someone can be recruited on an advisory basis from local colleges and universities or other state agency PR units. Frequently seminars and training programs in marketing are sponsored by coalitions of nonprofit organizations and by educational and health organizations. You may be able to participate in such training or at least have access to and exchange of ideas with other nonprofit organizations working in this area.

You've Got a Team. . .Now What?

In order to develop a comprehensive marketing plan for your agency, your team needs to go through a four step process:

1. Gather information regarding your target audiences, the environment in which they are operating, and what the agency is currently doing in marketing. This is called a marketing audit.

2. Process the information to formulate issues, problems and questions.

3. Identify those issues and problems which are marketing concerns.

4. Develop marketing strategies to deal with the identified issues and problems.

It is obvious that a comprehensive evaluation is required to secure the scope of information needed for agencywide plan development, but it is also critical to know what kinds of marketing activities are already taking place and what kinds of outcomes result from those activities. It is important to know what kinds of strengths exist, what staff have what kinds of skills, and what exchanges have proven profitable, as well as knowing where gaps exist. The balance of this chapter guides you through a micro assessment, which, in order to gather the maximum amount of information, should be conducted on local and district as well as state levels. Using these outlines then leads you to development of marketing strategies and deployment of resources to implement those strategies.

Going through this process not only provides data, but the process itself serves as a hands-on training exercise, helping to develop the "think marketing" approach with all levels of staff.

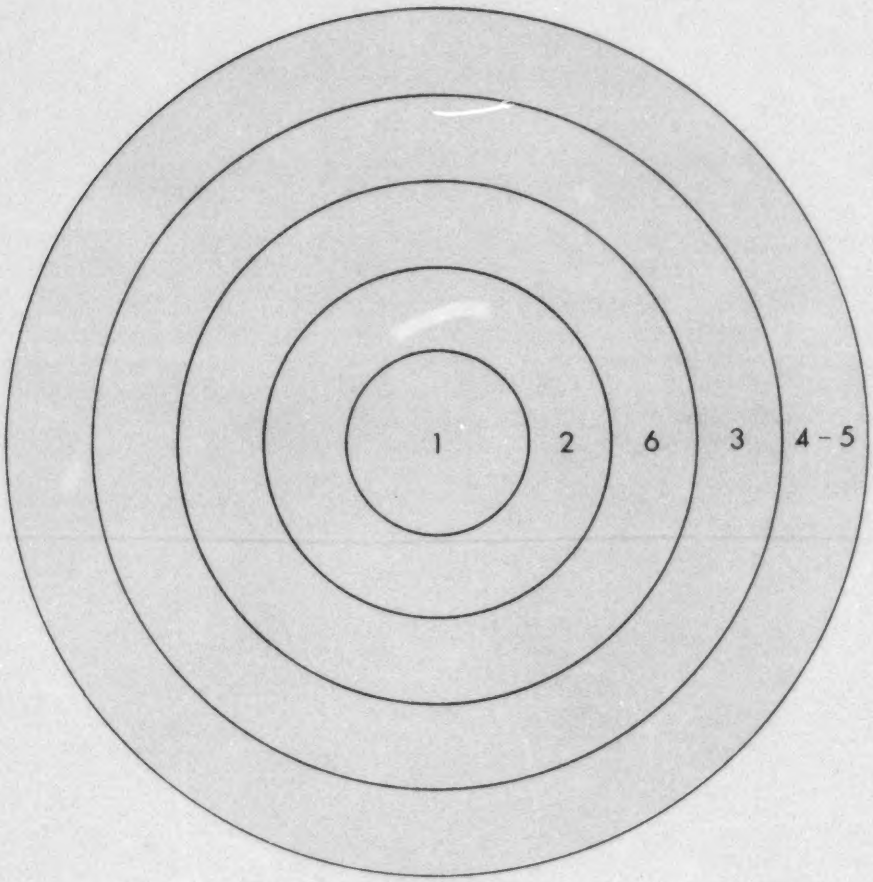
Who Are Your Target Audiences?

List audiences with whom you exchange values.

Now prioritize those audiences. Remember that priorities can and will shift. And that's OK. But it's essential to have clear in everybody's mind where the primary allocation of time, money, and personpower must be delegated at this time.

Then make enough copies so you can hang this bullseye in a conspicuous location to remind everyone just what you're shooting at. We've filled in one for a hypothetical agency as a sample (Blank forms are included in Appendix B).

Figure 4
Target Audience Visualizer



Target #1 Employers

Target #2 State Legislators

Target #3 Media

Target #4 Groups of Disabled Individuals

Target #5 Clients Already In VR System

Target #6 Educational Referral Sources

What Kinds of Marketing Activities Are Currently Taking Place?

This analysis must be done audience by audience. Because you probably don't have a coordinated plan in place to act as a starting point for evaluation, it may be necessary to begin by simply taking an inventory which would list the current marketing activities. Report the tools used for each exchange and the outcomes of each. When you've pulled all this data together, some questions will naturally arise. Don't try to make value judgments at this point. Just begin to accumulate questions.

To illustrate how this process works, we selected one audience (the media) and ran through the information gathered in one agency. Our goal was to be as comprehensive as possible in the recording process. Again, it points up that in an agency situation so many separate activities are taking place that it would be necessary to go through this process in each location, not just in central office, to capture all the activities taking place.

Figure 5
Defining the Current Marketing Activities

Target #3 - Media

Current Marketing Tools	Outcomes	Analysis Questions
Counselors give client stories to supervisors who who call media.	District 1 gets a story each month. Districts 2,3,4 about 2 or 3 a year.	Districts 2,3,4 perceive they have poor "PR" ... are they accurate?
Press releases from Public Info Unit in Central Office. 24 last year to all media.	12 TV news spots total of 60 articles out of a possible 480 (24 x 20 papers)	Why isn't VR news aired and printed? Are we giving them real news? Are we not important?
Client Recognition Dinner. All media invited to banquet at Rehab Center.	1 TV station sent crew to film spot. Stayed 15 minutes. 10 papers printed local client stories.	Media doesn't feel need to be involved. We don't make it appearing? We invite wrong people?
Annual report sent to all media.	None we know of.	Forget it? Is it OK?
*Newspaper gossip column ran 5 separate bits on VR.	1 supervisor called to account for using state car... Lots of internal discontent each incident.	How can we stop it?
2 newspaper and 1 TV expose of clients not getting services.	*Each story generated got responses wanted but affected other clients adversely.	How can we get media to understand we have regulations to follow?

*Initiated by media, not VR

This base of information should serve as the first step to a full scale audit. It's likely that additional activities and strategies will be added to these lists as various operational units identify them in their day-to-day functioning. The simple sharing of these lists among other units should be of value. Certainly compiling and distributing them to the marketing audit unit is a must.

References

Drucker, P.F. *The practice of management.* New York: Harper and Brothers, 1954.

Kotler, P. A generic concept of management. *Journal of Marketing,* 1972, 36 (2), 46-54.

Kotler, P. *Marketing for nonprofit organizations.* Englewood Cliffs, NJ: Prentice-Hall, Inc., 1975.

Kotler, P. Strategies for introducing marketing into nonprofit organizations. *Journal of Marketing,* 1979, 43 (1), 37-44.

Mager, R.F. *Preparing instructional objectives.* Belmont, CA: Fearon Publishers Inc., 1975.

CHAPTER FOUR

The Marketing Audit

An agency's in-depth evaluation looks at both the market potential (consumer needs) and the agency's resources and demands. It is not an exercise you do only once. The ebb and flow of market conditions necessitate a continual evaluation of your marketing strategies once they are in place.

The marketing audit has four basic characteristics. First, it is broad rather than narrow in scope. It examines the marketing environment, objectives, strategies, organization, and systems. Second, it is conducted by persons not directly involved in the development of the marketing plan. Agency staff is alright as long as they are not part of the marketing team (e.g., program evaluation staff), or you can use an outside consultant. Third, the audit is systematic with an orderly sequence of diagnostic steps. Fourth, it is conducted periodically to reassess assumptions and recommend a plan of action to improve functioning.

The marketing audit is conducted in three phases. Initially, agency management and the auditing team agree on the objectives and scope of the audit including the time frames and how the report is to be presented. The auditing team then gathers data, preferably from sources other than those being audited, i.e., the worst place to go for information on how your consumers feel is to people within your own organization. The final phase of the audit is the written report from the auditing team to management. To adequately analyze the report, subcommittees could be formed to address details and report back to management.

Kotler, Gregor and Williams (1977) suggest that "the most valuable part of the marketing audit lies not so much in the auditor's specific recommendations but in the process that the managers of the company begin to go through to assimilate, debate and develop their own concept of the needed marketing action." Among those most in need of implementing an auditing process are nonprofit organizations which are just beginning to think in marketing terms. For these organizations, an audit can serve an educational as well as diagnostic function.

Two sample audit forms are included to illustrate the scope and kinds of information which should be gathered in a comprehensive audit. The following form was developed for use by businesses (Kotler, Gregor & Williams, 1977).

The Marketing Environment Audit

Macroenvironment

Economic-Demographic

1. What does the company expect in the way of inflation, material shortages, unemployment, and credit availability in the short run, intermediate run, and long run?

2. What effect will forecasted trends in the size, age distribution, and regional distribution of population have on the business?

Technology

1. What major changes are occurring in product technology? Process technology?

2. What are the major generic substitutes which might replace this product?

Political-Legal

1. What laws are being proposed that may affect marketing strategy and tactics?

2. What federal, state, and local agency actions should be watched? What is happening in the areas of pollution control, equal employment opportunity, product safety, advertising, price control, etc., that is relevant to marketing planning?

Social-Cultural

1. What attitudes is the public taking toward business and toward products such as those produced by the company?

2. What changes are occurring in consumer life-styles and values that have a bearing on the company's target markets and marketing methods?

Task Environment

Markets

1. What is happening to market size, growth, geographical distribution, and profits?

2. What are the major market segments? What are their expected rates of growth? Which are the high opportunity and low opportunity segments?

Customers

1. How do current customers and prospects rate the company and its competitors, particularly with regard to reputation, product quality, service, sales force, and price?

2. How do different classes of customers make their buying decisions?

3. What are the evolving needs and satisfactions being sought by the buyers in this market?

Competitors

1. Who are the major competitors? What are the objectives and strategy of each major competitor? What are their strengths and weaknesses? What are the sizes and trends in market shares?

2. What trends can be foreseen in future competition and substitutes for this product?

Distribution and Dealers

1. What are the main trade channels bringing products to customers?

2. What are the efficiency levels and growth potentials of the different trade channels?

Suppliers

1. What is the outlook for the availability of different key resources used in production?

2. What trends are occurring among suppliers in their pattern of selling?

Facilitators

1. What is the outlook for the cost of transportation services?

2. What is the outlook for the cost and availability of warehousing facilities?

3. What is the outlook for the cost and availability of financial resources?

4. How effectively is the advertising agency performing? What trends are occurring in advertising agency services?

Marketing Strategy Audit

Marketing Objectives

1. Are the corporate objectives clearly stated and do they lead logically to the marketing objectives?

2. Are the marketing objectives stated in a clear form to guide marketing planning and subsequent performance measurement?

3. Are the marketing objectives appropriate, given the company's competitive position, resources, and opportunities? Is the appropriate strategic objective to build, hold, harvest, or terminate this business?

Strategy

1. What is the core marketing strategy for achieving the objectives? Is it a sound marketing strategy?

2. Are enough resources (or too much resources) budgeted to accomplish the marketing objectives?

3. Are the marketing resources allocated optimally to prime market segments, territories and products of the organization?

4. Are the marketing resources allocated optimally to the major elements of the marketing mix, i.e., product quality, service, sales force, advertising, promotion, and distribution?

Marketing Organization Audit

Formal Structure

1. Is there a high-level marketing officer with adequate authority and responsibility over those company activities that affect customer satisfaction?

2. Are the marketing responsibilities optimally structured along functional product, end user, and territorial lines?

Functional Efficiency

1. Are there good communication and working relations between marketing and sales?

2. Is the product management system working effectively? Are the product managers able to plan profits or only sales volume?

3. Are there any groups in marketing that need more training, motivation, supervision, or evaluation?

Interface Efficiency

1. Are there any problems between marketing and manufacturing that need attention?

2. What about marketing and R&D?

3. What about marketing and financial management?

4. What about marketing and purchasing?

Marketing Systems Audit

Marketing Information System

1. Is the marketing intelligence system producing accurate, sufficient and timely information about developments in the marketplace?

2. Is marketing research being adequately used by company decision makers?

Marketing Planning System

1. Is the marketing planning system well conceived and effective?

2. Are sales forecasting and market potential measurement soundly carried out?

3. Are sales quotas set on a proper basis?

Marketing Control System

1. Are the control procedures (monthly, quarterly, etc.) adequate to insure that the annual plan objectives are being achieved?

2. Is provision being made to analyze periodically the profitability of different markets, territories, and channels of distribution?

3. Is provision made to examine and validate periodically various marketing costs?

New Product Development System

1. Is the company well organized to gather, generate, and screen new product ideas?

2. Does the company do adequate concept research and business analyses before investing heavily in a new idea?

3. Does the company carry out adequate product and market testing before launching a new product?

Marketing Productivity Audit

Profitability Analysis

1. What is the profitability of the company's different products, served markets, territories, and channels of distribution?

2. Should the company enter, expand, contract, or withdraw from any business segments and what would be the short- and long-run profit consequences?

Cost Effectiveness Analysis

1. Do any marketing activities seem to have excessive costs? Are these costs valid? Can cost-reducing steps be taken?

Marketing Function Audit

Products

1. What are the product line objectives? Are these objectives sound? Is the current product line meeting these objectives?

2. Are there particular products that should be phased out?

3. Are there new products that are worth adding?

4. Are any products able to benefit from quality, feature, or style improvements?

Price

1. What are the pricing objectives, policies, strategies, and procedures? To what extent are prices set on sound cost, demand, and competitive criteria?

2. Do customers see the company's prices are being in line or out of line with the perceived value of its offer?

3. Does the company use price promotions effectively?

Distribution

1. What are the distribution objectives and strategies?

2. Are there adequate market coverage and service?

3. Should the company consider changing its degree of reliance on distributors, sales reps, and direct selling?

Sales Force

1. What are the organization's sales force objectives?

2. Is the sales force large enough to accomplish the company's objectives?

3. Is the sales force organized along the proper principles of specialization (territory, market, product)?

4. Does the sales force show high morale, ability, and effort? Are they sufficiently trained and incentivized?

5. Are the procedures adequate for setting quotas and evaluating performances?

6. How is the company's sales force perceived in relation to competitors' sales forces?

Advertising, Promotion, and Publicity

1. What are the organization's advertising objectives? Are they sound?

2. Is the right amount being spent on advertising? How is the budget determined?

3. Are the ad themes and copy effective? What do customers and the public think about the advertising?

4. Are the advertising media well chosen?

5. Is sales promotion used effectively?

6. Is there a well-conceived publicity program?

This second audit form was developed specifically for rehabilitation agency use by Peter C. Vail at the Rehabilitation Administration and Management Program at the University of Oklahoma.

Rehabilitation Marketing Analysis

Environment

I. Markets

A. Who are the major markets and publics of the agency? (Who hires VR clients?)

B. What are the major segments of those markets? Who do they hire, what do they want them to be like? How is demand assessed?

C. What kinds of statements can be made about the future of those markets? (Growth-stability-decline?)

D. Is there a consideration on the part of the agency for new market development or penetration?

II. Customers

A. How do the agency's primary customers see the organization; "feel" about it? (Is it primarily employment or social service? Is it responsive or passive?)

B. How do primary customers "hook-up" with the agency? (How do they make decisions to utilize the agency's outputs?)

C. What can be said about present and future customer needs and satisfaction?

III. Competition

A. Who are the competitors of the agency in the marketplace?

B. What future trends might there be in competition?

C. Why is the agency's service or output "better" (or worse) than the competitions?

IV. Macroenvironment

A. What major developments in the overall environment will have direct effect on the service delivery system? (Demography, economy, technology, culture, government, etc.)

System

I. Objectives

A. What are the agency's long-run and short-run objectives; both overall and marketing?

B. If marketing objectives have been established, are they reasonable in terms of resources, opportunities, and the competition?

II. Program

A. What is the *core strategy* for achieving overall objectives? Marketing objectives?

B. What are the relevant programs in the agency by which the objectives are most likely to be met? (Section 110, Social Security, facilities, placement, etc.; *and* relevant support services.)

C. Are resources allocated in enough quantity and time for reasonable achievement of objectives?

III. Implementation

A. Is there an annual agency marketing plan, either verbal or written? Who knows about it or is involved in its development?

B. Are there any control procedures to track results, or see if plan objectives are being met? (Monthly or quarterly meetings, reports, information for management.)

C. Are periodic studies performed to determine the contribution and effectiveness of various marketing devices? (Public information, planned visits, post-employment follow up.)

IV. Organization

A. Who is the highest level manager assuming responsibility for the planning, implementation, and monitoring of marketing activities, resources, and results?

B. Do all involved agency personnel understand the marketing concept?

Detailed Activity Review

I. Services

A. What are the primary services of the agency, and how are they perceived in the *marketplace* in terms of usefulness?

B. Are there agency services that should be phased out; that are no longer necessary or useful in terms of achieving objectives?

C. Are there any services that should be added, which would be necessary or useful in reaching objectives?

D. What is the general "state of health" of each service and the service mix as a whole? (Analyze diagnostics, restoration, training, counseling, etc. in terms of costs, timeliness, quantity, quality, and contribution toward objectives.)

II. **Distribution**

A. Is the agency physically located for the "best" service to customers at the "least" cost? Are there alternative methods for distribution that would improve service, enhance results, or reduce costs?

B. What principles apply to decisions for location and distribution of the agency's delivery work force? (Geographic territory, marketplace, service availability, or concentration of clientele?)

III. **Promotion**

A. What media are used to promote the agency's service and "product"? What rationale is used in the selection of media?

B. Are the public information themes and copy effective in promoting the services "products" of the agency?

C. Are sufficient resources allocated for an effective promotional program?

D. Can the agency deliver what it promotes?

Consumer Analysis

Because understanding consumers is so vital to the success of any marketing effort, considerable attention should be devoted to them in your marketing audit. In Chapter 2 some examples of VR target groups and their typical needs were presented. Your task is to do a detailed analysis of each of your particular target audiences — a separate and distinct consumer.

What should you know about each of those targets?

1. What are their needs?

2. How do they perceive your organization?

3. How do they perceive the services you offer?

4. How do they develop preferences among alternatives?

5. How satisfied are they with your products?

Trying to pin down needs can be difficult. You're dealing with wants, desires, and demands as well as needs. Not only is it difficult to get people to articulate needs, it's sometimes hard to differentiate among have-to's and want-to's. Not every potential client who walks through VR's door needs a job; not every employer needs interaction with VR or needs participation in the kinds of services VR can offer. You may think an employer needs help in meeting Title V requirements; the employer perceives little or no consequences for noncompliance. . .ergo there is no need. If, however, there were perceived dire consequences, the employer probably would not just need, but demand.

The most successful employer-agency relationships are based on mutual need satisfaction specifically tailored to the situation. What an employer may need is services to employees with chemical addictions. . .a source of word processing clerks six times a year. . .or goodwill in the community to counteract an existing undesirable situation.

In addition to knowing exactly what a consumer needs, you should know how that individual or organization feels about your agency. Do employers think you provide good workers or do they feel it a waste of time to deal with multiple counselors seeking openings for clients unprepared for the available jobs? Does the legislature support rehab or does it consider rehab a duplication of welfare services? What do disabled people think about your services? Do you really know?

How do people select a course of action from their alternatives? When employers are approached by several job development specialists – say WIN, VR, and Employment Security, how do they decide which resource to utilize? How do medical professionals decide which patients to refer to VR and which to private practitioners?

Finally, you need to examine how satisfactory the transactions are between the agency and various consumers. You may identify quickly employers pleased with a particular client placement or with a specific program; you also probably will be aware of the dissatisfied client. But what about that great expanse in between?

Business and industry use multiple formal and informal techniques for customer analysis at considerable effort and expense to make certain the organization knows what the customer thinks, wants and needs. The assessment can be direct, from use of a perception scale to house-to-house canvassing. . .it can be projective, utilizing word association, sentence completion or picture completion exercises with individuals or groups. . .it can take the form of a simulation, role playing formats in which a prototype is presented for response. (Figure 6 details the strengths and weaknesses of three of the most frequently used methods of data collection.)

Certainly the use by VR of follow-up surveys of client satisfaction can be valuable and should be continued. But how much is being done with other target groups? Unfortunately, not much.

One method which an agency might find useful in understanding the mind set of consumers is through the use of a focus group (Calder, 1977). In this kind of group, eight to ten representatives of a specific target market are brought together to participate in an open-ended discussion. This homogenous group is facilitated by a moderator who guides the discussion so that only critical issues of marketing significance are discussed. The group does not attempt to solve problems or to reach conclusions.

The moderator plays a key role in this process. (S)he prepares a research report summarizing what was said, frequently drawing inferences from what was said or unsaid. The uniqueness of this group is the role the moderator takes in becoming of like mind with the group. Neither a participant nor a passive observer, the moderator attempts to acquire the mind set of the participants to the point where (s)he can anticipate what the participants will express.

For this reason, sessions are usually repeated with two or three different groups. The purpose of this kind of inquiry is to acquire the everyday experience of the consumer through personal contact. . .to become so tuned into the target group that you can think and feel like the participants. You step into the consumer's shoes, accept what that person accepts as normal, think and feel the way (s)he does. Then you can evaluate your company, product, and service from the same vantage point. The concept is inexpensive, not too time consuming, and doable within available resources. To know exactly what a group of employers feels about VR could be an eye-opener!

Figure 6
Comparison of data collection through mail, telephone, and personal interviews.

Survey Aspect	Mail Interview	Telephone Interview	Personal Interview
Questionnaire			
Length of interview	20 minutes or less	Less than 10 minutes	Longer (one hour or more is possible; plus possible mail-back). Usually, though, not longer than 30 minutes is a good rule.
Complexity of questions	May be moderately complex	Must be simple	Can be more complex; can use cards or probes.
Flexibility (skipping)	Poor (skipping dangerous)	Fair	Excellent
Probing	Poor	Fair	Best
Getting at reasons (determining why)	Poor	Fair	Best
Handling touchy subject	Relatively good	Risky: Respondent may hang up	Risky: May bias replies
Control of question order	Problem – Respondent may read ahead	Excellent	Excellent
Sample			
List availability	Good mailing lists are available	Free; renewed annually	Area sampling a problem. Must get maps, population estimates by sub-areas.
Interviewing			
Response rate	Low – 0 to 15% for single mailing to general public, higher for special groups, especially professionals, and for several mailings.	Good – roughly 70%	Excellent – about 80%
Interviewing bias and cheating	None	Can occur. Supervisor can counteract to a considerable extent.	May occur. Should telephone a sample of respondents to check cheating.
Identity of respondent	Not certain	Known	Known
Administration and Cost			
Cost	Low, especially if response rate is high and telephone sample not necessary.	Moderately expensive	Higher – three or more times cost of mail or telephone.
Administrative load	Light	Heavier – must hire, train, and supervise telephoners.	Heaviest – must hire, train, supervise, check, and pay at a distance.

W.A. Cohen and M.E. Reddick, *Successful Marketing for Small Business*, 1981.

References

Calder, B.J. Focus groups and the nature of qualitative marketing research. *Journal of Marketing Research*, 1977, 14, 353-364.

Cohen, W.A., & Reddick, M.E. *Successful marketing for small business.* New York: AMACOM, 1981.

Kotler, P., Gregor, W., & Williams, R. The marketing audit comes of age. *Sloan Management Review*, 1977, 18 (1), 25-43.

CHAPTER FIVE

Marketing. . . Some Further Considerations

In summarizing how the adoption of a marketing stance affects an organization, Kotler (1979) describes the kind of attitudes that normally exist.

> Many organizations view marketing as essentially a tactical activity designed to help the organization improve its effectiveness in attracting resources and customers. They think that this is accomplished by adding a marketing director and small staff who carry out the necessary planning and doing. They think that this staff can be added and be effective without making any changes in the organization. The organization continues to produce the same products and services for the same customers and the job of the marketing staff is to help promote or sell them.

McKay (1972) puts it even more bluntly:

> [Marketing] may require drastic and upsetting changes in organization. It usually demands new approaches to planning. It may set in motion a series of appraisals that will disclose surprising weaknesses in performance, distressing needs for modification of operating practices, and unexpected gaps, conflicts or obsolescence in basic policies. Without doubt, it will call for reorientation of business philosophy and for the reversal of some long-established attitudes. These changes will not be easy to implement. Objectives, obstacles, resistance and deep-rooted habits will have to be overcome. Frequently, even difficult and painful restaffing programs are necessary before any real progress can be made in implementing the concept. (p. 22)

To be realistic in marketing planning, there are issues which VR needs to address. Some are inherent in the fact that VR is a governmentally-directed program and marketing is, at this time, a new element in our environment. Bloom and Novelli (1979) identify as one of the key problems in social marketing programs "how difficult it is to transfer the technology of marketing to the arena of social problem-solving."

Staying Flexible

A VR agency moving into marketing has to remain flexible with the ability to evaluate situations rapidly and make adjustments. Even corporations experienced in marketing and the development of successful yearly plans are now faced with not only making multiple contingency plans, but also revising the best of plans quarterly, monthly, and even weekly.

A Dow Chemical executive talked about relying on ESP — economic, social, and political appraisals, and described it as "having someone out there always looking around" ("Piercing future fog", 1975). Hewlett-Packard uses their own high capacity computers for simulation modeling to evaluate market factors. They once ran 50 scenarios on 4 different models to examine all the possibilities of a single marketing decision.

While no VR agency can afford to concentrate on the study of alternatives with such intensity, you need to be aware of and highly sensitive to what's going on. You may not have an officially designated planner sitting around and forecasting, but you certainly can have your staff tuned in and aware of how and where to relay currents they pick up. Frankly, no one is really sure that forecasters can see any further down the road than other management specialists. They just keep looking down the road, off to the sides, and down each and every branch road. When they sense something they don't look the other way but ask, "What will it mean to my organization if what's down the road gets any closer?"

Sizing up Demand

One of the things you're looking for is a sense of the demand level of your various target audiences so you can determine the appropriate demand-response. Each level of demand calls for a different marketing strategy response, so it's critical that you know exactly where each target is situated.

When you are dealing with *negative demand*, the task is not to create demand but to convert the targets from their negative positions. For example, if a community is actively protesting the establishment of a group home in their area, you first need to pinpoint the specific negatives: Are you dealing with beliefs, values, feelings, costs? Are property values actually declining? Do area residents regard the group home as some kind of welfare facility? Once you identify precisely what the negatives are, then you can address the issues.

In a situation of *no demand*, the task is to stimulate interest. This can be accomplished in three ways:

1. Connect the product or service to an existing need. If you were to present that neighborhood group with plans to renovate extensively the building in question, could you create support for the group home on the basis that it will increase community property values?

2. Alter the environment to accommodate the situation. Identifying one individual, perhaps a minister or prominent influential who would take up the cause and attempt to change the group's attitude.

3. Provide information or samples. When a company sends you a sample of a new bath soap (formulated with molecules of goodness that protect your skin from the ravages of the environment), you'll most likely use the free sample. And probably purchase another bar with the cents-off coupon. One way you could stimulate interest in the group home might be to have individuals who would live in that home volunteer for a community project that would force interaction.

In the case of *latent demand*, a significant number of people share the need for a nonexistent product or service. Perhaps a group of six to eight persons using wheelchairs have a need for an accessible residential setting. An enterprising landlord, perceiving the benefits of stable tenancy, renovates the building into barrier-free rental units.

What happens when you have *faltering demand*? You remarket. Here's when you put out the "new improved" version of the same old product but in a flashier wrapping. Remarketing, however, must be based on a decision that the product is still viable in the marketplace. The need for a special program, e.g., for elderly blind clients in a particular community, may no longer exist and no amount of remarketing would turn that around.

Irregular demand brings cycles of ups and downs. The heating contractor tries to smooth out the summer slump by offering substantial discounts for work done in the off-season. A workshop experiencing seasonal fluctuations in subcontracts from one vendor may offer incentives to other vendors to stabilize work flow.

Figure 7
Demand Levels and Demand Responses

Demand State	Task
Negative	Convert the audience
No demand	Create or stimulate it
Latent demand	Develop it
Faltering demand	Revitalize it (remarket)
Irregular demand	Synchronize it
Full demand	Maintain it
Overfull demand	Reduce it (demarket)
Unwholesome demand	Restrain it (countermarket)

When you have *full demand*, the task is to maintain it at the optimal level. You can't cut back on your efforts because very few exchanges are maintenance-free. It's just a short step until demand diminishes and you then face the more difficult task of revitalization.

What happens when you have *too much demand*? There is a need to demarket. A company temporarily unable to meet the demand for its automatic vegetable juicers might cancel its TV campaign and have retailers remove display models until the production line catches up with the orders. Or an agency receiving too many applications for the half dozen vacancies in a group home might look for alternatives such as shared attendant care among three or four people living in a neighborhood.

In cases of *unwholesome demand*, companies seek to restrain or destroy the demand. This is called countermarketing. The American buying public still demands irons with metal soleplates, but small appliance manufacturers have determined it is not in their best interest to continue that product line. So they countermarket irons with plastic soleplates. VR does the same type of thing in dealing with demand for dental and eyeglass services.

Gathering Information

As sound marketing is based on research of the wants, needs, perceptions, attitudes, habits, and satisfaction of markets, VR is at a distinct disadvantage because of the lack of good sound data regarding the multiple audiences it addresses. Even existing client data pose difficulties in interpretation and utilization and often cannot be readily accessed. Rather than focus on client closure data by counties, for example, it may be desirable to look at legislative districts which the existing data system may not permit.

Similarly, VR has difficulty obtaining valid measures of variables. Disability and its impact on client functioning is minimally measured. Assessments of employer attitudes are even more unreliable and little is known of the effect of this variable on behavior.

There also is a problem with sorting out the determinants of consumer behaviors. For instance, asking clients who drop out of the VR process to articulate the reasons for their behavior is unrealistic. And the counselor's analysis of the behavior probably is too subjective. In a study done by the Department of Health, Education, and Welfare in 1979, physicians were asked to identify why patients were no longer on hypertensive therapy. Their response was that the patients had discontinued the regime. And that leaves us with lack of motivation as an explanation for client dropout.

Finally, there is the issue of getting marketing research approved, funded, and accomplished in a timely manner within the government bureaucracy. As rehab research money becomes even more scarce, the available funds are more likely to be directed to projects with more direct service or product emphasis. If marketing is viewed as a program priority, some effort needs to be directed to research, whether it be through already established channels or through some other arrangement, e.g., an agency, a consortium of state agencies, or a professional organization seeking alternative funding sources.

Sorting Out Your Markets

One of the keys to successful marketing is the organization of the marketplace into homogeneous units which can be addressed individually, played up or down. In social service systems, this technique is feared in that certain segments may be ignored or deliberately denied services or benefits. The social marketer often is expected to refrain from segmentation or to address an unreasonably large number of segments resulting in a broad but shallow program effect. No matter how carefully the concept of segmentation is framed, it will undoubtedly evoke strong emotional responses.

The suggestion that VR as an agency might achieve better performance by addressing a limited number of specific market segments raises important questions. While the identification of one or two segments is critical in helping an agency gear up for major operational and philosophical changes, the reality is that VR must and will continue to address multiple audiences. Segmentation can be a method of problem identification and clarification. In a situation where hard data substantiating segmentation decisions is unavailable or unreliable, the impact of your input on market segments, e.g., legislative decision makers, is weakened.

Many times social service agencies must address audiences already negatively predisposed to their cause and you must be careful not to reinforce these negative perceptions. When you address the employing community, for instance, with the concept of hiring handicapped individuals, you in effect could be delivering the wrong message, the one they don't want to hear.

Altering Your Product

To improve market effectiveness you can alter your product by adding to the line, modifying the existing product, or deleting a product. For example, when the US Postal Service moved to an aggressive marketing model, they realigned products and services and added new products such as priority mail and electronic mail. New York University recently found itself in the position of investing heavy financial support in its School of Social Work, a prestigious and quality program. But the school no longer could support the program and the decision was made to drop it.

VR makes frequent product shifts, sometimes in response to legislation or because circumstances require it. You may add a service, intensify outreach for a program, or discontinue a specialized program.

One of the strategies businesses use in adapting products to meet consumer needs is the repackaging and adjusting of product characteristics through substantial redesign, renaming, or wrapping in a different color box. Although many authors theorize social service marketers have fewer options for repackaging, this area has promise for VR.

The reshaping of client characteristics, e.g., referring to the "job-ready worker" instead of "trained client," is a repackaging of the product in terminology which meets the consumer's needs. Presenting the agency to potential clients in terms of the individual's needs is another way to repackage. When you're dealing with clients whose skills range from computer systems analyst to entry level worker in a fast food restaurant, the public perceptions of who VR is and what VR does vary tremendously. The way you repackage should capitalize on those variations.

Keeping Track of Costs

When you're not charging a dollar amount for your product, you should think in terms of opportunity costs: How much effort do consumers have to expend to access the product? What are the negatives to investing in that effort? What is the exchange value between the relative perceived cost and perceived gain?

Because of the tendency to focus on dollar costs, in-kind costs — staff time, opportunity costs, and psychic energy frequently are overlooked. In a marketing transaction, VR may not accurately count the true costs of casework, technical assistance, or employer development. Traditionally, social service agencies count staff time and overhead as fixed expenditures and compute costs per client based only on direct dollar expenditures — a gross underestimation of expenditures.

Likewise in services provided to nonclients, no cost accounting or performance credit generally is recorded. What actually is the cost of doing a job site analysis if one includes staff time on site, doing library research, making phone calls, and following up with employer? The issue is not whether VR should consider charging for special services, but whether VR should account for these expenditures. In the exchange of values concept, there is considerable merit in determining the true cost of all services. Even if you don't present a bill to the company, you can help the consumer perceive the costs more accurately by publicizing this kind of assistance in terms of jobs secured, hours spent, dollars saved the employer, and income earned by placed workers.

Distributing Your Product

How does the product get where its customers are? Colleges and universities are using alternate distribution networks such as branch programs, correspondence courses, TV and radio, instruction by computer, and even suburban commuter trains. Tel-Med, the phone-based medical information service, is a good example of an alternate distribution channel. Instead of using books or a trip to a physician for general information, you make a toll-free phone call.

VR has done a creditable job of establishing offices in a range of geographical locations and initiating and maintaining personal contact. But there are other possibilities, e.g., telecommunications for contact with clients, employers, and other service providers.

Evaluating Your Program

The effectiveness of a marketing effort is difficult to evaluate even in the best of situations where there are clearly identified market segments, tangible products, and stable distribution channels. In a social setting, marketers frequently have difficulty just defining marketing effectiveness measures, e.g., the 26 closure is not an effective measure of marketing effort. Also, the marketer often finds it impossible to estimate the contribution that marketing has made toward achievement of specific objectives, the causal relationships being blurred by numerous interacting forces and efforts. What is generally done is an indirect measurement of effectiveness on such variables as attitudes, knowledge, and awareness. And this can be highly problematic and expensive.

Surviving

There are some basic characteristics inherent to the state-federal vocational rehabilitation program which suggest conformity with historical precedents for success. Adler (1967) suggests there are three reasons organizations survive drastic environmental disturbances:

1. Meeting needs

   An organization will survive as long as it continues to meet the needs of the audience it serves. The satisfied constituency will support its survival. VR in the past has been able to garner support on both state and national levels. This shouldn't be interpreted, however, as a carte blanche endorsement. The program still must prove to its supporters that it is providing the services that are needed.

2. Having a well-defined core

   The concept of contravalence suggests that organizations whose central core is healthy can undergo serious changes in fringe operations and not only survive but actually mature and strengthen in the process. Certainly VR has seen the coming and going of new priorities. Today it's welfare clients, tomorrow it's disabled law enforcement officers. The satellite programs ebb and flow, but the core of services to disabled individuals remains the strength of the program.

3. Maintaining flexibility

   If an organization can remain flexible, it can overcome even severe functional disturbances. VR tends to think of itself as being locked into a rigid bureaucracy but, in program terms, VR is extremely flexible. Decisions about eligibility. . .programs and services provided to individual clients. . .focusing of individual program areas. . .all reflect the ability to change to meet specialized needs.

References

Adler, L. (Ed.) *Plotting marketing strategy: A new orientation.* New York: Simon & Schuster, 1967.

Bloom, P.N., & Novelli, W.D. *Problems in applying conventional marketing wisdom to social marketing programs.* Paper presented at American Management Association Workshop, Yale University, May 3-4, 1979.

Kotler, P. Strategies for introducing marketing into nonprofit organizations. *Journal of Marketing,* 1979, 43, (January), 37-44.

McKay, E.S. *The marketing mystique.* New York: American Management Association, 1972.

Piercing future fog in the executive suite. *Business Week,* April 28, 1975, pp. 46-54.

Bibliography

Bibliography

Abell, D.F. *Defining the business: The starting point of strategic planning.* Englewood Cliffs, NJ: Prentice-Hall, 1980.

Abell, D.F., & Hammond, J.S. *Strategic market planning.* Englewood Cliffs, NJ: Prentice-Hall, 1979.

Adler, L. (Ed.) *Plotting marketing strategy: A new orientation.* New York: Simon & Schuster, 1967.

Alderson, W. Survival and adjusment in organized behavior systems. In R. Cox, & W. Alderson (Eds.), *Theory in marketing.* Chicago: R.D. Irwin, Inc., 1950.

Bagozzi, R.P. Marketing as exchange. *Journal of Marketing,* 1975, 39 (October), 32-39.

Bloom, P.N., & Novelli, W.D. *Problems in applying conventional marketing wisdom to social marketing programs.* Paper presented at American Management Association Workshop, Yale University, May 3-4, 1979.

Bloom, P.N., & Novelli, W.D. Problems and challenges in social marketing. *Journal of Marketing,* 1981, 45 (Spring), 79-88.

Bogart, L. The marketing of public goods. In P.J. Montana (Ed.), *Marketing in non-profit organizations.* New York: AMACOM, 1978.

Calder, B.J. Focus groups and the nature of qualitative marketing research. *Journal of Marketing Research,* 1977, 14, 353-364.

Callaghan, F. *Rehabilitation: A marketer's perspective.* Unpublished manuscript, 1980. (Available from University of Oklahoma, Rehabilitation Administration and Management Programs).

Choffray, J.J., & Lilien, G.L. Assessing response to industrial marketing strategy. *Journal of Marketing,* 1978, 42 (April), 20-31.

Cohen, W.A., & Reddick, M.E. *Successful marketing for small business.* New York: AMACOM, 1981.

Comanor, W.S., & Wilson, T.A. *Advertising and market power.* Cambridge, MA: Harvard University Press, 1974.

Corbin, A. Using a team approach to market-oriented planning. *Management Review,* June 1977.

Currim, I.S., Weinberg, C.B., & Wittink, D.R. Design of subscription programs for a performing arts series. *Journal of Consumer Research,* 1981, 8, 67-75.

Drucker, P.F. *The practice of management.* New York: Harper & Bros., 1954.

Drucker, P.F. *Managing in turbulent times.* London: Heinneman, 1980.

Gaedeke, R.M. *Marketing in private and public nonprofit organizations: Perspectives and illustrations.* Santa Monica, CA: Goodyear Publishing Co., Inc., 1977.

Gilbertson, A.D. *Public relations for rehabilitation facilities.* Menomonie, WI: Materials Development Center, Stout Vocational Rehabilitation Institute, 1981.

Golden, L.L.L. *Only by public consent: American corporations search for favorable opinion.* New York: Hawthorne Books, Inc., 1968.

Green, P.E. A new approach to market segmentation. *Business Horizons,* 1977, 20, 61-73.

Gummeson, E. The marketing of professional services — 25 propositions. In J.H. Donnelly, & W. R. George (Ed.), *Marketing of services.* American Marketing Association Proceedings Series, 1981.

Hirsch, P.M., & Davis, H.L. Are arts administrators really serious about marketing? In M.P. Mokwa, W.M. Dawson, & E.A. Prieve (Eds.), *Marketing the arts.* New York: Praeger, 1981.

Hodges, W. *Company and community: Case studies in industry-city relationships.* New York: Harper & Brothers, 1958.

Ihlanfeldt, W. A management approach to the buyer's market. In P.J. Montana (Ed.), *Marketing in non-profit organizations.* New York: AMACOM, 1978.

Institute for Information Studies. *How to make friends and influence the media.* Falls Church, VA: Author, 1979.

Jellink, J.S. *The inner editor.* New York: Stein & Day, 1977.

Kerin, R.A., & Peterson, R.A. *Perspectives on strategic marketing management.* Boston: Allyn and Bacon, 1980.

Kerr, J.R., & Stearns, J.M. Not-for-profit marketing management: The city of Tallahassee, Florida. In M.W. Delozier & A. Woodside (Eds.), *Marketing management: Strategies and cases.* Columbus, OH: Merrill, 1978.

Kerr, J.R., Stearns, J.M., McGrath, R.R., & Block, D. Program planning evaluation: A citizen oriented approach. In M.P. Mokwa, & S.E. Permut (Eds.), *Government marketing.* New York: Prager, 1981.

Kotler, P. A generic concept of management. *Journal of Marketing,* 1972, 36 (April), 46-54.

Kotler, P. *Marketing for nonprofit organizations.* Englewood Cliffs, NJ: Prentice-Hall, Inc., 1975.

Kotler, P. Strategies for introducing marketing into nonprofit organizations. *Journal of Marketing,* 1979, 43 (January), 37-44.

Kotler, P., Gregor, W., & Williams, R. The marketing audit comes of age. *Sloan Management Review,* 1977, 18 (1), 25-43.

Kotler, P., & Levy, S.J. Broadening the concept of marketing. *Journal of Marketing,* 1969, 33 (January), 10-15.

Kotler, P., & Levy, S.J. Demarketing, yes, demarketing. *Harvard Business Review*, Nov.-Dec. 1971.

Kotler, P., & Murray, M. Third sector management — The role of marketing. *Public Administration Review*, 1975, 35 (Sept.-Oct.) 467-72.

Kotler, P., & Zaltman, G. Social marketing: An approach to planned social change. *Journal of Marketing*, 1971, 35 (July), 3-12.

Laczniak, G.R. Product management and the performing arts. In M.P. Mokwa, W.M. Dawson, & E.A. Prieve (Eds.), *Marketing the arts*. New York: Praeger Publishers, 1980.

Levitt, T. *The third sector: New tactics for a responsive society*. New York: AMACOM, 1975.

Levitt, T. Marketing success through differentiation — Of anything. *Harvard Business Review*, Jan. - Feb. 1980, pp. 83-91.

Levitt, T. Marketing intangible products and product intangibles. *Harvard Business Review*, May-June 1981, 94-102.

Levy, S.J. Arts consumers and aesthetic attributes. In M.P. Mokwa, W.M. Dawson, & E.A. Prieve (Eds.), *Marketing the arts*. New York: Praeger Pubishers, 1980.

Lovelock, C.H., & Weinberg, C.B. *Cases in public and nonprofit marketing*. Palo Alto, CA: The Scientific Press, 1977.

Lovelock, C.H., & Weinberg, C.B. Public and nonprofit marketing comes of age. In G. Zaltman, & T.V. Bonoma (Eds.), *Review of Marketing, 1978*. Chicago: American Marketing Association, 1978.

Lusch, R.F., Laczniak, G.R., & Murphy, P.E. The "ethics of social ideas" versus the "ethics of marketing social ideas". *Journal of Consumer Affairs*, 1980, 14 (1), 156-164.

Mager, R.F. *Preparing instructional objectives*. Belmont, CA: Fearon Publishers Inc., 1975.

Malone, E.A., Jr. The marketing concept: A survival plan for workshops for severely handicapped people. *Journal of Rehabilitation*, July-August, 1976, 14-17.

McKay, E.S. *The marketing mystique*. New York: American Management Association, 1972.

Montana, P.J. (Ed.). *Marketing in non-profit organizations*. New York: AMACOM, 1978.

Murphy, P.E. Marketing nonprofit organizations: Problems and prospects for the 1980s. In R. Bagozzi et al. (Eds.), *AMA Educators' Conference Proceedings*. Chicago: American Marketing Association, 1980.

Newman, W.H., & Logan, L.P. *Strategy, policy, and central management*. Cincinnati: South-Western Publishing, 1971.

Phillips, J. The end-run. In L. Adler (Ed.), *Plotting marketing strategy*. New York: Simon & Schuster, 1967.

Piercing future fog in the executive suite. *Business Week*, April 28, 1975, 46-54.

President's Committee on Employment of the Handicapped. *Mainstreet: Community action for disabled Americans.* Washington, DC: US Government Printing Office. (No date).

Ritchie, J.B.B., & LaBreque, R.J. Marketing research and public policy: A functional perspective. *Journal of Marketing,* 1975, 69 (January), 12-19.

Rothschild, M.L. Marketing communications in nonbusiness situations or why it's so hard to sell brotherhood like soap. *Journal of Marketing,* 1979, 43 (Spring), 11-20.

Shanklin, W.L. New York City: A portrait in marketing mania. *California Management Review,* Winter, 1975.

Shapiro, B.P. Marketing for non-profit organizations. *Harvard Business Review,* 1973, 51 (Sept.-Oct.), 123-132.

Steine, M. A sales pitch for New York. *The New York Times,* Dec. 11, 1977.

Thompson, H.A. *Cases in marketing.* New York: Harper and Row, 1979.

Wilkie, W.L., & Gardner, D.M. The role of marketing research in public policy decision making. *Journal of Marketing,* 1974, 38 (January), 38-47.

Wells, W.D. Group Interviewing. In R. Ferber (ed.), *Handbook of marketing research.* New York: McGraw-Hill Book Co., Inc., 1974.

Wilson, A., & West, C. The marketing of "unmentionables". *Harvard Business Review,* 1981, 59 (Jan.-Feb.), 91-102.

Zaltman, G., & Vertinsky, I. Health service marketing: A suggested model. *Journal of Marketing,* 1971, 35 (July), 19-27.

Appendices

67

Appendix A

JOB DESCRIPTION

Director of Marketing for a University

POSITION TITLE

Director of Marketing

REPORTS TO

A vice president designated by the president

SCOPE

University-wide

POSITION CONCEPT

The director of marketing is responsible for providing marketing guidance and services to university officers, school deans, department chairmen and other agents of the university.

FUNCTIONS

The director of marketing will:

1. Contribute a marketing perspective to the deliberations of the administration in their planning of the university's future.
2. Prepare data that might be needed by any officer of the university on a particular market's size, segments, trends, and behavioral dynamics.
3. Conduct studies of the needs, perceptions, preferences and satisfactions of particular markets.
4. Assist in the planning, promotion and launching of new programs.
5. Assist in the development of communication and promotion campaigns and materials.
6. Analyze and advise on pricing questions.
7. Appraise the workability of new academic proposals from a marketing point of view.
8. Advise on new student recruitment.
9. Advise on current student satisfaction.
10. Advise on university fund raising.

RESPONSIBILITIES

The director of marketing will:

1. Contact individual officers and small groups at the university to explain services and to solicit problems.

2. Prioritize the various requests for services according to their long run impact and savings potential, time requirements, ease of accomplishment, cost and urgency.

3. Select projects of high priority and set accomplishment goals for the year.

4. Prepare a budget request to support the anticipated work.

5. Prepare an annual report on the main accomplishments of the office.

MAJOR LIAISONS

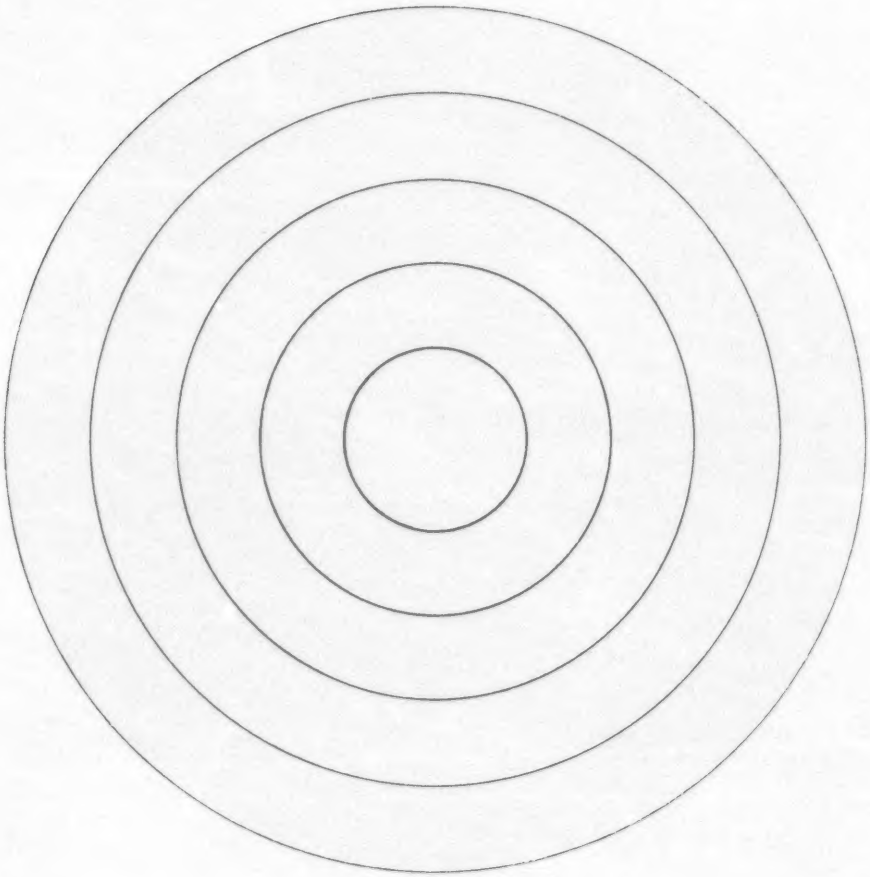
The director of marketing will:

1. Relate most closely with the president's office, admissions office, development office, planning office, and public relations department.

2. Relate secondarily with the deans of various schools and chairmen of various departments.

From Kotler, P. Strategies for introducing marketing into nonprofit organizations. *Journal of Marketing*, January 1979, Vol. 43, pp. 37-44.

Target Audience Visualizer



Target #1 _____

Target #2 _____

Target #3 _____

Target #4 _____

Target #5 _____

Target #6 _____

Defining The Current Marketing Activities

Target _____

Current Marketing Tools	Outcomes	Analysis Questions

Appendix C
Prime Study Group

Ms. Janice Lewis, Chairperson
Counselor WVDVR
Wheeling Park High School
Wheeling, WV

Dr. John Cobun
Director, Maryland VR Agency - Retired
Elliocott City, MD

Mr. George Engstrom
National Institute of Handicapped Research
Washington, DC

Mr. Ed McMillion
Director of Training
South Carolina Vocational Rehabilitation Department
Columbia, SC

Mr. Dave Mills
Executive Director
National Rehabilitation Association
Alexandria, VA

Ms. Elizabeth Minton
University Sponsor IRI
West Virginia Research and Training Center
Dunbar, WV

Mr. Robert Ruffner
President's Committee on Employment of the Handicapped
Washington, DC

Ms. Jinny Spann
Training Associate
West Virginia Research and Training Center
Dunbar, WV

Ms. Miriam Stubbs
Chief, Program Operations
Washington, DC

Appendix D
Full Study Group

Ms. Kaye Beneke
Information Specialist
Texas Rehabilitation Commission
Austin, TX

Ms. Ethel D. Briggs
Staff Development Officer
Rehabilitation Services Administration
Washington, DC

Mr. Doyle Dobbins
Staff Development Specialist
Division of Vocational Rehabilitation
Wilmington, DE

Ms. Lynne Estell
Public Information Specialist
Michigan Rehabilitation Services
Lansing, MI

Mr. Don Gann
Department of Elementary and
Secondary Education
Jefferson City, MI

Mr. August Heineman
Department of Elementary and
Secondary Education
Jefferson City, MI

Mr. Tom Lawrie
Specialist, Information and Education
Division of Vocational Rehabilitation
Atlanta, GA

Ms. Ellen Liberti
Public Information Officer
National Institute of Handicapped
Research
Washington, DC

Ms. Donny Loux
Chief Planning, Research and
Program Development
Nevada Division of Vocational
Rehabilitation
Carson City, NE

Mr. Jack Lynch
Communications Coordinator
Vocational Rehabilitation
Jackson, MS

Mr. Joseph Onder
Director, Field Operations
Division of Vocational Rehabilitation
Baltimore, MD

Ms. Beverly Plaskett
District Supervisor
Division of Vocational Rehabilitation
Charlotte Amali
St. Thomas, Virgin Islands

Mr. Al Rotundo
Associate Director
National Institute of Handicapped
Research
Washington, DC

Mr. Jeffrey Russell
Assistant to the Administrator
Division of Vocational Rehabilitation
Madison, WI

Mr. Thomas Scheurich
Supervisor, Resource Development
Maryland Rehabilitation Center
Baltimore, MD

Mr. Jerry L. Starkweather
Associate Superintendent & Director
Department of Public Instruction
Rehabilitation Education and Services
Branch
Des Moines, IO

Ms. Faye Straub
Information Officer
Department of Rehabilitative Services
Richmond, VA

Ms. Sue Suter
Executive Associate Director
Illinois Department of Rehabilitation
Services
Springfield, IL

Mr. Peter Vail
Manager, Training
Rehabilitation Administration and
Management Programs
University of Oklahoma
Norman, OK

Mr. John Wade
Department of Rehabilitative Services
Richmond, VA

Mr. William (Doc) M. Williams
Director, Rehabilitation Services
Division of Vocational Rehabilitation
Nashville, TN

Mr. John Yoder
Western Regional Director
Division of Vocational Rehabilitation
Services
Black Mountain, NC